

U.S. Department
of Transportation

United States
Coast Guard



Planning and Programming Manual – Volume II (Field Planning Manual)

COMDTINST M16010.6



COMDTINST M16010.6

COMMANDANT INSTRUCTION M16010.6

APR 30 1993

Subj: Planning and Programming Manual - Volume II
(Field Planning Manual)

1. PURPOSE. This manual prescribes procedures for field planning in the Coast Guard. This manual is intended for the use of all personnel involved in field planning.
2. DIRECTIVES AFFECTED. Chapters 17 through 32 of COMDTINST M16010.1A are cancelled.
3. DISCUSSION. This manual describes the process by which field planning decisions are made. It is a directive to all personnel who are concerned with or prepare inputs to the field planning process. In addition to this function as a directive, it is also a planning guide which contains information and assistance of a nondirective nature designed to introduce the reader to the responsibilities, and tasks that are essential to the field portion of the Coast Guard planning and programming system.
4. INCORPORATED REVISIONS. Significant changes to the planning and programming system are resulting from the implementation of the Shore Facility Planning Process QAT and the Planning QAT. The last revision of the Planning and Programming Manual was published in 1983. In order to properly communicate future improvements, it is required that a snapshot of the current system be documented. In TQM terms, the present process must be documented to effect improvements. To accomplish this task, the Planning and Programming Manual has been divided into two succinct portions, one which describes the Headquarters processes and one which describes the field processes. This manual describes the field portion of the planning process as it exists today; it is a snapshot of our current procedures. This manual serves as a foundation upon which to build. As the QAT results are implemented, the improvements will be documented in this "living document." These improvements

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4. (cont'd) will include a new Planning Proposal form, improved Planning Proposal process within Headquarters to review and approve/disapproved Planning Proposals, links between the field planning system and the Headquarters system, and training guidelines for District Planning Officers and field planning professionals. You can expect several significant revisions to this manual during the next year.
5. FUTURE CHANGES. Commandant (G-CCS) is the issuing and amending authority for this manual. Your suggestions are solicited regarding additions, deletions, and changes that will improve this Manual. Although written suggestions are preferred, suggestions relayed over the telephone to Commandant (G-CPP) FTS (202) 267-2355 are acceptable.
6. ACTION. Area and district commanders, commanders of maintenance and logistics commands, and unit commanding officers shall administer the Coast Guard's field planning in accordance with this manual.
7. REPORTS AND FORMS REQUIRED. The Planning Proposal Form CG-5324 (A through I), RCN-16010.1 and the Comprehensive Plan Form CG-4900 (A through C), RCN-16010-2, shall be submitted to Commandant (G-CPP) as prescribed in Chapters 3 and 4, respectively. These forms may be locally reproduced and are also available in the Forms Plus Laser Library (FPL). Form CG-5069 Shore Facilities Data Sheet, may be obtained from Supply Center Brooklyn, using SN 7530-01-GF2-5360, U/I (SH), and is also available in FPL.

R. E. Kramek

ROBERT E. KRAHEK
Chief of Staff

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Planning & Programming Manual Volume II
(Field Planning Manual)

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CHAPTER 1. INTRODUCTION

- A. Purpose and Scope. Significant changes to the Planning and Programming system are resulting from the implementation of the Shore Facility Planning Process QAT and the Planning QAT. The last revision of the Planning and Programming Manual was published in 1983. In order to properly communicate future improvements, it is required that a snapshot of the current system be documented. In TQM terms, the present process must be documented to effect improvements. To accomplish this task, the Planning and Programming manual has been divided into two succinct portions, one which describes the Headquarters processes and one which describes the field processes. This manual describes the field portion of the Planning Process as it exists today; it is a snapshot of our current procedures. This manual serves as a foundation upon which to build. As the QAT results are implemented, the improvements will be documented in this "living document." These improvements will include a new Planning Proposal form, improved Planning Proposal process within Headquarters to review and approve/disapproved Planning Proposals, links between the field planning system and the headquarters system, and training guidelines for District Planning Officers and field planning professionals. This Field Planning Manual is the second in a set of two manuals. The first manual (Part A) deals with the Headquarters background, responsibilities, procedures, and documents of the field planning of the Planning, Programming, Budgeting and Evaluation System (PPBES) used by the U.S. Coast Guard. This manual sets forth the present background, responsibilities, procedures, and documents for field planning of the PPBE system. The manual includes an overview of documentation and procedures employed, detailed instructions for preparing field-generated documents, and an index and glossary of common terms, abbreviations and acronyms. The manual is also written for use in conjunction with other Coast Guard publications including:

Morale, Welfare and Recreation Manual (COMDTINST M1710.18 (Series)).
Systems Acquisition Manual (COMDTINST M 4150.2B).
Staffing Standards Manual (COMDTINST M5312.11A).
Organization Manual (COMDTINST M5400.7D).
Manual of Non-Appropriated Fund Activities (COMDTINST M7010.5 (Series)).
Manual of Budgetary Administration (COMDTINST M7100.3 (Series)).
Naval Engineering Manual (COMDTINST M9000.6 (Series)).
Civil Engineering Manual (COMDTINST M11000.11 (Series)).
Shore Facilities Planning Manual (COMDTINST M11010.6 (Series)).
Real Property Management Manual (COMDTINST M11011.13 (Series)).
National Environmental Policy Act (NEPA) Implementing Procedures (COMDTINST 16475.1 (Series)).

Please contact Commandant (G-CPP-1), (202) 267-2355 with any suggested changes or for guidance.

B. Coast Guard Missions. The Coast Guard PPBES addresses issues which relate to the operating and support facilities, support programs, and operating programs required to execute the seven (7) Program Missions. These missions are reported to Congress in Coast Guard budget documents. These seven missions and their objectives include:

1. Search and Rescue. Minimize loss of life, personal injury and property damage on the high seas and in all U.S. waters.
2. Marine Environmental Protection. Overcome or reduce threats to the marine environment posed by potential spills of oil or hazardous materials. Enforce national and international standards established to prevent pollution. Lead national planning effort for response of marine spills; provide assistance to other nations. Through an effective response program, minimize damage caused by pollutants released into the coastal zone.
3. Enforcement of Laws and Treaties. Enforce federal laws on the high seas and in U.S. waters. Interdict drug smugglers and illegal immigrants. Enforce Exclusive Economic Zone laws and regulations up to 200 nautical miles off our shores. Inspect domestic and foreign fishing vessels to ensure compliance with domestic and foreign fishing vessels to ensure compliance with U.S. laws. Help other agencies enforce our Nation's laws.
4. Ice Operations. Provide icebreaking capability to support our national interests in polar regions. Facilitate U.S. maritime transportation through ice-laden domestic waters. Conduct the International Ice Patrol to observe and chart the positions and movement of icebergs.
5. Aids to Navigation. Develop, establish, maintain and operate audible, visible and radar aids to navigation to help navigators determine their position or safe course and warn of obstructions in or adjacent to navigable waters. Establish, operate and maintain electronic aids throughout the United States and in other areas of the world to provide continuous, accurate, all-weather positioning capability for military and civilian mariners and aviators.

1.B.6. Marine Safety. Minimize deaths, injuries, property loss and environmental damage by developing and enforcing federal standards for vessels, offshore facilities, merchant marine personnel and other facilities engaged in commercial or scientific activity in the marine environment. Reduce the number of deaths, personal injuries and property damage involving recreational boats. Improve boating safety. Encourage the development, use and enjoyment of all U.S. waters.

7. Defense Operations. Provide constant Coast Guard military capability and readiness. Safeguard the nations ports, waterways, waterfront facilities, vessels, personnel and property from accidental or intentional damage, disruption, destruction or injury.

C. Definitions. There are a substantial number of words, titles (e.g., titles of documents), phrases, acronyms, and abbreviations which have very specific meanings within the context of the Coast Guard planning and programming process. Definitions of these items are found in Chapter 10.

TABLE 1-1: ASSIGNMENT OF HEADQUARTERS PLANNING COORDINATOR
(HQPC) RESPONSIBILITY

A. Headquarters Planning Coordinator (HQPC) responsibilities
are assigned below:

UNIT TYPE	PRIMARY PROGRAMS	HEADQUARTERS PLANNING COORDINATOR (HQPC)
Academy	Personnel Support	G-PRF
Activities Europe	Radionavigation Aids	G-NRN
Admin. Law Judge Office	Marine Inspection	G-CJ
Aids to Navigation Team	Short Range Aids to Navigation	G-NSR
Aircraft Repair and Supply Center	Engineering Support	G-EAE
Air Station	Search and Rescue	G-OAV
Area Office (Note 1)	General Administration	G-CPP
Art and Artifact Center	Public Affairs Support	G-CP
Aviation Training Center	Search and Rescue	G-OAV
Aviation Technical Training Center	Personnel Support	G-PRF
Band	Public Affairs Support	G-CP
Base (except Miami Beach and San Juan)	Various Programs	G-NSR
Bases Miami Beach and San Juan	Various Programs	G-NRS
Buoy Tender (WLB, WLM, WLI, WLR)	Short Range Aids to Navigation	G-NSR
Captain of the Port	Port and Environmental Safety, Marine Environmental Response	G-MP
Ceremonial Honor Guard	Public Affairs Support	G-CP
CG/Customs Command, Control, Communications & Intelligence Center (C3I)	Law Enforcement	G-OLE
Commander, CG Forces (CCGF)	Contingency Preparedness	G-R(de)
Command Center	C ³ Support	G-TP
Communications Station	C ³ Support	G-TP
Construction Tender (WLIC)	Short Range Aids to Navigation	G-NSR
Depot	Short Range Aids to Navigation	G-NSR
District Office (Note 1)	General Administration	G-CPP
Electronics Engineering Center	C ³ Support	G-TP

TABLE 1-1: ASSIGNMENT OF HEADQUARTERS PLANNING COORDINATOR
(HQPC) RESPONSIBILITY (cont'd)

Electronics Shop	C ³ Support	G-TP
Exchanges (Note 2)	Personnel Support	G-PXM
Facility Management	Various Programs	G-CFM
Finance Center	Financial Management	G-CFM
Fleet Training Group/ Center	Various Programs	G-OCU
Fog Signal Station	Short Range Aids to Navigation	G-NSR
GANTSEC	Enforcement of Laws & Treaties	G-OLE
Group Office (Note 3)	Search and Rescue	G-NRS
Harbor Tug (WYTL)	Ice Operations	G-NIO
Headquarters	General Administration	G-CPA
Health Care (Note 4)	Health Service Support	G-KMA
High Endurance Cutter (WHEC)	Enforcement of Laws and Treaties	G-OCU
Housing (Note 5)	Personnel Support	G-PS
Icebreaker (WAGB)	Engineering Support	G-ECV
Icebreaking Tugs (WTGBs)	Ice Operations	G-NIO
Intelligence Coordination Center	Ice Operations	G-NIO
International Ice Patrol	Intelligence	G-OIN
Land Based Aerostat	Ice Operations	G-NIO
Light Station	Enforcement of Laws and Treaties	G-OLE
Loran Station	Short Range Aids to Navigation	G-NSR
Maintenance & Logistics Command (MLC) (Note 6)	Radionavigation Aids	G-NRN
Marine Inspection Office	Various Programs	G-*
Marine Safety Office (Detachment)	Marine Inspection and Marine Licensing	G-MP
Maritime Defense Zone Organization (MDZ) (Note 7)	Marine Environmental Response, Marine Inspection, Marine Licensing, Port Safety and Security	G-MP
Medium Endurance Cutter (WMEC)	Contingency Preparedness	G-R(de)
Morale, Welfare & Recreation (Note 2)	Enforcement of Laws and Treaties	G-OCU
Museums	Personnel Support	G-PXM
Omega Navigation System Center	Public Affairs Support	G-CP
Omega Station	Radionavigation Aids	G-NRN
	Radionavigation Aids	G-NRN

TABLE 1-1: ASSIGNMENT OF HEADQUARTERS PLANNING COORDINATOR
(HQPC) RESPONSIBILITY (cont'd)

Operations Computer Center (OCC)	C ³ Support	G-TP
Patrol Craft (WPB)	Enforcement of Laws and Treaties	G-OCU
Pay and Personnel Center	Personnel Support	G-PIM
Port Safety Station	Marine Environmental Response, Port Safety and Security	G-MP
Project Resident Office (PRO)	Acquisition Support	G-ARM
Recruiting Office	Personnel Support	G-PRJ
Research and Development Center	R&D Support	G-ER
Reserve Center	Reserve Forces	G-RSP
Reserve Group	Reserve Forces	G-RSP
Reserve Training Center/ Schools	Reserve Forces	G-RSP
Section Office (except GANTSEC)	Radionavigation Aids	G-NRN
Ship Support Facility	Ice Operations (WAGB)	G-NIO
Small Arms Repair Facility	Defense Operations	G-ODO
Stations	Search and Rescue	G-NRS
Strike Team	Marine Environmental Response	G-MP
Supply Center	Supply Support	G-ELM
Support Center	Engineering Support	G-ECV
Surface Effect Ship (WSES)	Enforcement of Laws and Treaties	G-OCU
Telecommunications and Information Systems Command	C ³ Support	G-TP
Telephone Tech Shops	Telecommunications Support	G-TP
Training Center (except AVTRACEN & RESTRACEN)	Personnel Support	G-PRF
Training Cutter (WIX)	Personnel Support	G-PRF
Training Teams	Various Programs	G-OCU
Vessel Traffic Service	Vessel Traffic Service	G-NVT
Volunteer Training Unit	Reserve Forces	G-RSM
Yard	Engineering Support	G-ENE

B. Headquarters Planning Coordinators (HQPCs) are responsible for formulating and reviewing plans, programs, and facility management for their assigned units.

Program Managers are listed in Enclosure (1). This listing will be part of the Planning and Programming Manual - Part A when it is distributed. It is included here for information in the interim.

- NOTE 1: Chief, Plans and Policy Division, having overall planning coordination responsibility, will be the HQPC for district and area offices. However, this may be reassigned to another Chief of Staff element if the reassignment will best serve the resolution of the particular request, problem or issue at hand.
- NOTE 2: Exchanges and Morale, Welfare and Recreation are not units, but are activities, programs and services located at various operation and support units.
- NOTE 3: Since the primary program of group offices in the Second District is Short Range Aids to Navigation, G-NSR is designated HQPC for these units in that district only.
- NOTE 4: Health Care Facilities are not units themselves, but are located at a variety of different operational and support units. A single HQPC has been assigned to assure equal attention across all program lines. G-KRM will act as HQPC for all Health Care Facilities and will coordinate with all benefiting operating and support program managers.
- NOTE 5: Public family quarters (family housing) is not a unit in and of itself; it's one aspect of the Housing Program under the Office of Personnel and Training. G-PS acts as HQPC for the Housing Program, which includes Owned, Leased, and Unaccompanied Personnel Housing. G-PS will coordinate with Program and Support managers on all aspects of the Housing Program. G-ECV, as the Shore Facility Manager, is responsible for carrying out the acquisition, construction, or improvement of all housing facilities.
- NOTE 6: MLC-Various Programs, Commandant (G-CPP) handles Administrative matters. Each program manager/director retains responsibility for his own program area.
- NOTE 7: MDZ is a third echelon Navy Command, responsible for coastal and harbor defense of the Continental United States, Alaska and Hawaii, and Puerto Rico, with an area of responsibility from the navigable waterways and watersides of harbors out to 200 miles. The MDZ organization is staffed with Navy and Coast Guard personnel. Navy and Coast Guard active and reserve forces and resources will be provided to the MDZ commands at zone, sector and subsector level, when the MDZ commands are activated. Coast Guard facilities and resources may be affected by MDZ readiness upgrades or taskings. All MDZ resource issues which have potential impact on the Coast Guard shall be coordinated by the Contingency Preparedness Program Manager.

CHAPTER 2. INTEGRATED PLANNING

- A. Background. It is important that field planning be consistant with the Commandant's Vision and the Commandant's Strategic Agenda. This chapter will be further developed in future updates to include details which complete the link between the field planning process with these important documents.
- B. Planning Guidance. The Plans and Policy Division (G-CPP) will provide planning guidance to the field through Shore Facility Planning Factors and Policy Deployment of the Commandant's Strategic Agenda. This guidance shall be provided to the field annually on 1 October.

A. Overview. A Planning Proposal (PP) is one of the means available to field and Headquarters personnel to identify problems, indicate new or changed resource requirements and present alternative solutions which will satisfy program needs. Table 3-1 is a guide to determine if a Planning Proposal is the best administrative approach to fulfill the requirement at issue. The other means available to accomplish this are included in Table 3-1.

1. Concept.

a. Planning Proposals along with Minor AC&I Project Proposal Reports and Comprehensive Plans, are an initial input to the Planning, Programming, Budgeting and Evaluation (PPBE) System. With the exception of Minor AC&I projects, PPs act as the first "gate" through which a field-originated project must pass to achieve eventual success in the budgetary process. This gate serves two functions:

- (1) The "gate" serves to establish the relative priority of the Planning Proposal among the other projects competing for scarce resources. Approval of a Planning Proposal is the initial decision that the project is sufficiently important to be competitive in the budgetary process and that it should proceed to the AC&I Project Proposal Report (AC&I PPR) phase and/or Resource Change Proposal Report (RCP) phase as applicable.
- (2) The "gate" serves to ensure optimum use of planning resources throughout the Coast Guard. Approval of a Planning Proposal channels the scarce programmatic resources to only those projects which will have a reasonable chance of success.

b. To achieve these dual functions with a Planning Proposal is difficult and requires sound judgment on the part of planners. A proper balance is necessary to ensure that a Planning Proposal contains enough information for a Headquarters decision while not wasting valuable planning resources on detail not required until later.

TABLE 3-1:

CRITERIA FOR DETERMINING THE NEED FOR
A PLANNING PROPOSAL

PLANNING PROPOSAL REQUIRED	EXCLUSIONS PLANNING PROPOSAL NOT REQUIRED
General	
Any proposal specifically requested by Comdt (G-CCS). Any proposal which does not meet: (1) either of the two general exclusions or (2) all of the specific exclusions (listed in right column).	Two general exclusions: Any proposal specifically exempted on an individual basis by Comdt (G-CCS). Any proposal for Minor AC&I funding.
Relocation/ New Starts	
All new starts/reestablishments which require establishment of new OPFAC or OPFAC modifier. Proposals to relocate or acquire additional facilities at CG Units.	New starts using existing resources and not requiring OPFAC change.
Funding Changes	
Proposals which involve changes in operating procedures--e.g., increasing unit contracting authority.	Proposals to increase or decrease unit allotments should be requested as described in the Manual of Budgetary Administration (COMDTINST M71003 (Series)); forward requests to Comdt (G-CBU).
Reorgan- ization	
Proposals involving AC&I resources Proposals involving more than one unit and/or district	Proposals for a single unit (within local Commander's authority). Proposals to redistribute AC&I billet resources.

TABLE 3-1:

CRITERIA FOR DETERMINING THE NEED FOR
A PLANNING PROPOSAL (CONT'D)

PLANNING PROPOSAL REQUIRED	EXCLUSIONS PLANNING PROPOSAL NOT REQUIRED
Shore Con- struction	<p>All AFC-43 projects at MLC Units exceeding \$1,000,000, and all HQ Units exceeding \$500,000 unless a PP has been requested by Comdt -- submit a Project Development submittal (PDS) to COMDT (G-ECV), see chapter 3-1 of the Civil Engineering Manual for additional guidance; shore facility appropriated fund and NAF projects which include improvements greater than \$200K, but less than \$900K do not require a PP but do require a minor AC&I PPR in accordance with procedures outlined in the Civil Engineering Manual. NAF projects from \$25K to \$200K require correspondence to Commandant (G-PXM) providing pertinent information that otherwise would be included in a PP or minor AC&I PPR.</p>
Command, Control and Communications (C ³)	<p>HQ unit or intra-district C³ needs satisfied through local resources.</p>
<p>Inter-district C³ needs. New or modified needs generated PMS/SMS for their facilities. e.g., cutters, aircraft, boats shore units, etc</p>	
Other Facility Acquisitions	<p>Planning and design for vessels and aircraft procurement and modification are centralized at Headquarters.</p>

3.A.2. Timing. A Planning Proposal may be submitted at any time of the year, but no later than 31 December, five (5) years prior to the beginning of the fiscal year in which it is to be considered for funding. This lead time is needed to ensure orderly transition through the remaining phases of the budget process and allow adequate time to prepare and review the necessary engineering (AC&I PPRs), property, OSHA and environmental documentation. It is expected that interrelated Planning Proposals concerning different units will be submitted simultaneously (if practicable) and noted as such. See Chapter 3 concerning Comprehensive Plans if several interrelated PPs for a single unit are required. Planning Proposals not requiring additional AC&I, OE or other funding (such as an organizational change with offsetting resources) may be submitted with less lead time than noted above.

3. Approval/Disapproval.

- a. The following submissions and acquisitions will not be approved without an approved Planning Proposal:
 - (1) Submission of an OE category Resource Change Proposal (RCP) by the appropriate Headquarters Planning Coordinator (HQPC) in support of the approved alternative provided in the Planning Proposal.
 - (2) Submission by the field of required follow-on documentation in support of the approved alternative (i.e., submission of an AC&I Project Proposal Report if appropriate).
 - (3) Acquisition of land and expenditure of necessary survey and design (S&D) funds in accordance with current directives.
- b. Approved AC&I type Planning Proposals will be ranked in the Capital Investment Plan. The priority of its respective ranking will dictate the timing requirements of subsequent documents, e.g., AC&I PPR.
- c. If a Planning Proposal is disapproved, the reasons for disapproval will be provided.
- d. It is realized that the Planning Proposal cost estimates are subject to revision and change in subsequent planning and programming stages. Field units should realize that the project must compete with other projects during the review of RCPs in the budget finalization process and may fall out, creating a delay if other projects take priority. Due to budgetary restraints, it is possible that an approved Planning Proposal will never be funded.

3.A.3. e. The approval/disapproval process should normally take 90-120 days.

4. Communication. Personnel dealing with Planning Proposals should make every effort to present and resolve problems by oral communications. Staff personnel are expected to work together to resolve Planning Proposal discrepancies as efficiently as possible. To facilitate this end, G-CPP will periodically distribute a list of pertinent names and phone numbers to appropriate field and Headquarters personnel.

5. Level of Detail.

a. Planning Proposals should represent an objective and reasonably accurate, long-range resource estimate to solve a problem which may not be finally resolved for several years. Estimates made in Planning Proposals are subject to change as the project continues through successive phases to completion. Any questions that arise during Headquarters review of the Planning Proposal which can be resolved by telephone, should be handled that way, rather than being included in a letter deferring approval/disapproval. Timely formal correspondence should be used to confirm oral decisions or if the resolution of significant issues over the phone is not proving satisfactory. It is expected that Headquarters and field staff personnel will work together to resolve Planning Proposal discrepancies as efficiently as possible in order to provide the best possible support to the field.

b. Planning Proposals evaluate alternatives to resolve an operational or support problem. They should provide the reviewer with a clear discussion of three essential areas: (1) problem definition, (2) analysis of operational assumptions, justifications and alternatives, (3) selection of a preferred alternative.

(1) Problem Definition. The proposal should leave no ambiguity as to the problem that is to be solved or the improvement that is to be made. Justification must be made for each submission. The impacts of denial of the proposal should be clearly stated and quantified.

- 3.A.5.b (2) Alternative Analysis. The analysis of alternatives should cover all possible solutions, including the status quo (do nothing) alternative, and should quantify the advantages and disadvantages of each alternative. The potential for environmental effects from the proposed action and alternatives should be accounted for in the alternatives and schedule. Alternatives should be developed based on established criteria where these exist, to insure an equitable comparison of alternatives. For instance, the Planning Proposal might discuss the necessity for additional space for a particular purpose, and propose leasing, new construction, and the use of existing space owned by another government agency as possible alternatives. While it is not essential that the exact number of square feet be determined at this stage, it is essential that the development of alternative solutions be based on similar criteria, in order to insure an "apples to apples" comparison of alternatives. The Space Components Standards Manual (COMDTINST M11012.7 (Series)) should be used for preliminary sizing in a case such as this. In similar fashion, the cost estimates for the alternative solutions should include all costs associated with the proposed alternative solution (eg. the cost of any anticipated new environmental solutions, etc.) to ensure an "apples to apples" comparison of alternatives. Contingency factors which identify possible unknown costs associated with each alternative should be included with each estimate.
- (3) Preferred Alternative. The selection of the preferred alternative solution should be based on the results of the economic analysis of alternatives. Where a preferred solution other than the most economic solution (based on the economic analysis of alternatives) is selected, its selection must be justified based on the intangible benefits associated with the alternative.

3.A.5.c. If the approved alternative in the Planning Proposal involves the construction and/or renovation of a shore facility, a Project Proposal Report (part A), Architectural Program and Project Proposal Report (part B), and Schematic Design (15%) are required to analyze engineering alternatives. The PPR(A) and PPR(B) must be based on the operational assumptions and premises approved in the Planning Proposal. The PPR(A) and PPR(B) will define the entry document for budget preparation. Resource Change Proposals (RCPs) must be based on the approved PPR(A) and PPR(B). The Design Development Submittal (DDS), (35%) further defines the engineering solution approved in the PPR(A) and PPR(B). See chapter 6 of the Civil Engineering Manual for a discussion of AC&I project documentation required by Commandant (G-ECV).

B. Planning Proposal Contents. The following information is provided to facilitate the submission of Planning Proposals to Headquarters.

1. Completeness.

a. A Sample Planning Proposal, with instructions needed to complete the forms shown in the appropriate spaces, is included at the end of this Chapter. It is expected that each information box on all of the appropriate forms will be completed or marked "not applicable". Incomplete forms may be returned. Planning Proposals requesting AC&I funds are normally preceded by an AC&I Data Sheet (CG-5069). Refer to Shore Facilities Planning Manual (COMDTINST M11010.6 (Series)).

b. Planning Proposals will consist of the following forms (all of which must be attached and completed):

- (1) Planning Proposal Cover Sheet (CG 5324)
(Rev 9-90)
- (2) Justification of Need (CG 5324A) (Rev 9-90)
- (3) Background/Premises (CG 5324B) (Rev 9-90)
- (4) Mandatory Statements (CG 5324C) (Rev 9-90)
- (5) Summary of Alternatives (CG 5324D) (Rev 9-90)
- (6) Alternative Development (CG 5324E) (Rev 9-90)
- (7) Economic Analysis of Alternatives (CG 5324F)
(Rev 9-90)
- (8) Human Resources (CG 5324G) (Rev 9-90)

3.B.5.b. (9) Human Resources (Cont) (CG 5324H) (Rev 9-90)

(10) Continuation Sheet (CG 5324I) (Rev 9-90)

C. Procedures. The following procedures are set forth to facilitate the Headquarters review and reply to Planning Proposals.

1. Submission. Planning Proposals may be submitted by District Commanders, MLC Commanders, Area Commanders, commanding officers of Headquarters units or Headquarters offices. Two complete copies, along with 15 additional copies of any oversized photographs, diagrams, charts, etc. will be submitted to Commandant (G-CPP) who ensures adequate distribution among interested Operating and Support Program Managers. All district Planning Proposals must be submitted via the Area Commander for endorsement. These Proposals should be reviewed for consistency with the district/Headquarters unit long range plans. Planning Proposals should be numbered by district/Headquarters unit identifier and sequentially by calendar year. Example: 13-002-88 is the second Planning Proposal of the Thirteenth District during Calendar Year 1988. If the Planning Proposal is approved, the same number should be used on follow-on documents such as the AC&I PPR.
2. Receipt/Distribution. Upon receipt of a Planning Proposal, the Plans and Policy Division (G-CPP) shall:
 - a. Establish a central file.
 - b. Set a target date for consideration by the Planning Proposal Review Board (PPRB), as required. See paragraph 2-C-4-a of this Manual.
 - c. Forward a copy to the appropriate Headquarters Planning Coordinator (HQPC) by memo and indicate where/when the PPRB will consider this Proposal. Commandant (G-ECV), as the Shore Facility Manager, will be the HQPC for shore facility projects without other program issues. Such projects will not normally be considered before a PPRB.
 - d. Forward copies to interested G-CCS divisions and Operating/Support Program Managers by memo and indicate where/when the PPRB will consider this Proposal. Invite attendance from the various Headquarters Offices/Divisions/Staffs as appropriate, see 3-C-4-a of this Manual.

3.C.2. e. Set a target date for preparation of the Commandant reply (by G-CPP from HQPC recommendation) for G-CCS signature. It is expected that the review and reply process should normally be completed within 60-90 days of receipt of the Planning Proposal, see paragraph 3-C-5-a of this Manual.

3. Commandant Review. The following responsibilities should guide the review process of the Headquarters personnel for consideration at the Planning Proposal Review Board (PPRB) meeting:

<u>Reviewer</u>	<u>Responsibility</u>
a. G-CPP	(1) Review for agreement with long range plans/policies, adequacy of the PP procedures and format, matters pertinent to the justification of the PP, validity of the analysis and estimation of benefits. Resolve interprogram/interdivision conflict.
	(2) Chair the Planning Proposal Review Board (PPRB) meetings.
	(3) Prepare Chief of Staff replies, make recommendations for approval/disapproval, and present the various viewpoints on the issues at hand to the Chief of Staff.
b. G-CC	(1) Review to determine congressional impact of the PP.
c. G-CPA	(1) Review for programming, budgeting, personnel allowance, personnel staffing impacts, matters pertinent to the justification of the PP, validity of analysis and estimation of benefits.

<u>Reviewer</u>	<u>Responsibility</u>
3.C.3.d. G-CCS-2	(1) Review for management and organizational implications.
e. G-KSE	(1) Review safety and occupational health impacts and determine appropriateness of any abatement proposals.
f. G-ECV	(1) Review for compliance with shore facility, real property, historic preservation and environmental policy and regulations.
g. Operating Program	(1) Review to determine operational Directors/Managers feasibility and desirability. Verify those aspects of the PP within their purview, check validity of analysis, justification of requirements and estimation of benefits.
h. Support Program	(1) Review the Support Program Directors/Managers aspects for desirability and feasibility. Verify those aspects of the PP within their purview; check validity of analysis, justification of requirements and estimation of benefits.
i. HQ Planning Coordinator	(1) Distribute additional copies of PP for review as desired. Review to determine feasibility and desirability of PP. Check validity of analysis, justification of requirements and estimation of benefits.

3.C.3.h. (cont'd)

- (2) Maintain verbal contact with the preparer of the Planning Proposal to resolve questions not requiring formal correspondence or G-CCS intervention.
- (3) Present the Planning Proposal to the Planning Proposal Review Board. Resolve conflict from various program inputs, request G-CCS (G-CPP) intervention where necessary. Keep the originator of the Planning Proposal apprised of the status and aware of any problems that may have arisen which impact the proposal.
- (4) Forward consolidated comments/recommendation memo with results of Planning Proposal Review Board meeting and other information as desired to G-CPP within one week of meeting date.

4. Commandant Action/Planning Proposal Review Board (PPRB).

- a. Chief, G-CPP will chair meetings as required to discuss contents, resolve conflicting issues, and determine the course of action to be recommended to the Chief of Staff for inclusion in the Headquarters reply to Planning Proposals. Other standing members of the Planning Proposal Review Board (PPRB) will include personnel from the following Divisions:
 - (1) Programs Division (G-CPA) to assess follow-on programming impacts
 - (2) Safety and Environmental Health Division (G-KSE) to assess safety and environmental health impacts

3.C.4.a.2 (cont'd)

Also in attendance will be a representative from the assigned Headquarters Planning Coordinator (HQPC). Additional Operating and Support Program personnel are invited to attend as appropriate or desired. It is expected that personnel in attendance at the Planning Proposal Review Board meeting will speak with the authority of their respective Office/Division/Staff so that a basis for agreement can be reached.

- b. Headquarters Planning Coordinators (HQPC's) will be expected to briefly present the Planning Proposal and their proposed reply including their recommended course of action. The HQPC's proposed response will be accepted as the Commandant's reply unless reasons are presented in the meeting which necessitate a modification. To this end, the proposed response will be discussed in light of the probable impacts upon other Operating or Support Programs as well as long term programmatic, organizational, and budgetary impacts on the Coast Guard. A reply to the Proposal will be decided upon (or directed) by the Chairman at the PPRB meeting. A draft reply, including details and rationale of the approval/disapproval, will be relayed by memo from the HQPC to G-CPP to aid in drafting the final reply.
- c. If issues develop needing further study, resolution or justification which requires significant delay, the Headquarters Planning Coordinator (in coordination with G-CPP) will prepare a reply returning the Planning Proposal unapproved. The reply will include an explanation and/or a request for additional project justification, prior to the original target date. This correspondence will specifically cite the subject Planning Proposal and propose a target date for resubmittal.

5. Commandant Replies to Planning Proposals.

- a. The Commandant reply to a Planning Proposal will contain specific statements indicating:
 - (1) the Planning Proposal number and title to which the reply refers;

- 3.C.5.a. (2) those aspects of the Planning Proposal which are either approved or disapproved. If disapproved, an explanation will be included;
- (3) direction as to which alternative to pursue in the follow-on documentation;
- (4) what follow-on documentation is desired and when it should be submitted. For AC&I type Planning Proposals the submission dates of follow-on documentation will be keyed to its position in the Capital Investment Plan (CIP). If the AC&I project is not already listed a date indicating when the Planning Proposal should compete for priority in the next CIP update will be included; and
- (5) the budget year for which a Resource Change Proposal (RCP) will be submitted (if appropriate for the PP) in an effort to generate funding for the project.
- b. Based on HQPC consolidated comments, results of the PPRB meeting and any necessary amplifying information, Commandant (G-CPP) will prepare the Headquarters reply for Commandant (G-CCS) signature within 60-90 days of receipt. The final reply will be routed to involved parties for concurrent final clearance. The final reply will then be routed from Commandant (G-CPP) to Commandant (G-CCS).
- D. Sample Forms With Instructions. Planning Proposals (forms CG 5324, A through I) Figures 3-1 thru 3-10 are sample Planning Proposals with the instructions needed to complete the forms shown in the appropriate spaces. These forms may be locally reproduced.

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324 (Rev. 9-90)		PLANNING PROPOSAL COVER SHEET		PLANNING PROPOSAL NO. District/HQ Unit #- Sequence #- Calendar Year (e.g. 13-002-90)			
TO: COMMANDANT (G-CPE)		PROPOSAL TITLE Titles should be short, descriptive, unique.					
ORIGINATOR/POINT OF CONTACT (Name and Phone No.) (Name and Phone No.)			UNIT ADDRESS Include mailing address of submitting unit.				
CONTENTS (Required)		PAGE	CONTENTS (When applicable)		PAGE		
JUSTIFICATION OF NEED BACKGROUND/PREMISES MANDATORY STATEMENTS SUMMARY OF ALTERNATIVES ALTERNATIVE DEVELOPMENT ECONOMIC ANALYSIS OF ALTERNATIVES			HUMAN RESOURCES SHEETS: (1) ENLISTED/OFFICER PERSONNEL REQUIREMENTS (2) CIVILIAN PERSONNEL AND OTHER PERSONNEL REQUIREMENTS				
REFERENCES Refer to public laws, executive orders, previous planning documents, etc., associated with this proposal. Indicate how the document is related; e.g. mandates proposal, establishes authority for proposal, previous plan, etc. The idea is to clarify what precipitated this request.							
REASON FOR PROPOSAL <table border="0"> <tr> <td style="vertical-align: top;"> <input type="checkbox"/> HQ DIRECTED <input type="checkbox"/> NEW/EXPANDED MISSION <input type="checkbox"/> MANDATE <input type="checkbox"/> GOAL <input type="checkbox"/> PROBLEM <input type="checkbox"/> ECONOMY <input type="checkbox"/> EFFICIENCY <input type="checkbox"/> OTHER (Specify) _____ </td> <td style="vertical-align: top; padding-left: 20px;"> Check one or more items at left and explain. Do not discuss or imply solutions here. If properly prepared, this explanation will not require revision from this document to the budgetary requests. Quantify justification, do not make vague statements. </td> </tr> </table>						<input type="checkbox"/> HQ DIRECTED <input type="checkbox"/> NEW/EXPANDED MISSION <input type="checkbox"/> MANDATE <input type="checkbox"/> GOAL <input type="checkbox"/> PROBLEM <input type="checkbox"/> ECONOMY <input type="checkbox"/> EFFICIENCY <input type="checkbox"/> OTHER (Specify) _____	Check one or more items at left and explain. Do not discuss or imply solutions here. If properly prepared, this explanation will not require revision from this document to the budgetary requests. Quantify justification, do not make vague statements.
<input type="checkbox"/> HQ DIRECTED <input type="checkbox"/> NEW/EXPANDED MISSION <input type="checkbox"/> MANDATE <input type="checkbox"/> GOAL <input type="checkbox"/> PROBLEM <input type="checkbox"/> ECONOMY <input type="checkbox"/> EFFICIENCY <input type="checkbox"/> OTHER (Specify) _____	Check one or more items at left and explain. Do not discuss or imply solutions here. If properly prepared, this explanation will not require revision from this document to the budgetary requests. Quantify justification, do not make vague statements.						
IMPACT OF DENIAL/NON APPROVAL List the impacts on service to the public, operating units, morale, retention, etc., if this project is not approved. Include impact on operating and support capabilities if applicable. Quantify where possible. (For example, there may be a measurable readiness reduction or a measurably slow response to the public due to the inadequate facilities or personnel.)							
BENEFITING UNIT Identify the direct recipient of change requested and list OPFAC if applicable.				HQPC STAFF SYMBOL			
SIGNATURE AND TITLE OF ORIGINATOR				DATE			
DISTRICT AND AREA COMMANDER ENDORSEMENTS District Commander, CO HQ or Unit or HQ staff element submitting PP.				Area Commander signature required plus a cover letter should accompany PP.			
DISTRICT COMMANDER SIGNATURE/DATE				AREA COMMANDER SIGNATURE/DATE			

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324A (Rev. 9-90)	PLANNING PROPOSAL JUSTIFICATION OF NEED	PLANNING PROPOSAL NO.
PROPOSAL TITLE		
FACILITY DEFICIENCIES <i>(Indicate specific facility, e.g. barracks)</i>		
<input type="checkbox"/> NON-EXISTENCE <input type="checkbox"/> LOCATION <input type="checkbox"/> OBSOLESCENCE <input type="checkbox"/> PHYSICAL CONDITION <input type="checkbox"/> FUNCTION <input type="checkbox"/> SPACE <input type="checkbox"/> OTHER <i>(Specify)</i>	Check as applicable and describe all checked items. e.g., physical, functional, technological e.g., lack of compliance with environmental requirements e.g., facilities not appropriate for function performed or to be performed e.g., too large, too small, poorly configured	
PERSONNEL NEEDS		
<input type="checkbox"/> NON-EXISTENCE <input type="checkbox"/> SHORTAGE <input type="checkbox"/> SPECIALTIES <input type="checkbox"/> GRADE/RANK/RATE <input type="checkbox"/> MILITARY/CIVILIAN MIX <input type="checkbox"/> FAMILY SERVICES <input type="checkbox"/> TRAINING <input type="checkbox"/> OTHER <i>(Specify)</i>	Check as applicable and describe checked items. If any of the items are checked, fill out the appropriate Human Resources Sheets (CG-5324 G-H) for all alternatives and provide sheet(s) for the current level of staffing.	
If any of the above items are checked, please fill out the applicable Human Resources sheets (CG-5324 G-H), for each alternative.		
OTHER DEFICIENCIES		
<input type="checkbox"/> FUNDING <input type="checkbox"/> EQUIPMENT <input type="checkbox"/> SITE OF UNIT <input type="checkbox"/> ORGANIZATION <input type="checkbox"/> HAZARDOUS CONDITIONS/ SAFETY PROBLEM <input type="checkbox"/> OTHER <i>(Specify)</i>	e.g., electronic systems, data systems, LORAN transmitter not strong enough because... e.g., wrong location to respond to SAR cases because... e.g., operational productivity/deficiencies	
CRITERIA/COMMENTS		
Enter short statements of fact, QUANTIFY when possible--which clearly establish the following:		
a. Existence of the problem or goal to be achieved. b. Scope of the problem. c. Standards used in identifying the deficiency and to be used in calculating requirements; e.g., performance, productivity, service, habitability, safety, space, workload, personnel levels, environmental compliance, etc.		

PREVIOUS EDITIONS OBSOLETE

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324B (Rev. 9-90)	PLANNING PROPOSAL BACKGROUND/PREMISES	PLANNING PROPOSAL NO.
PROPOSAL TITLE		
MISSION/FUNCTIONS OF BENEFITING UNIT List missions and provide an estimate of the percent of effort devoted to each.		
BACKGROUND/ORIENTATION INFORMATION Provide background/orientation information which might influence the decision on the proposal, such as: <ul style="list-style-type: none"> a. History of the problem. b. Regional and community significance (social, political, economic, environmental), congressional district. c. Location of unit (provide site location map if possible), identify nearest city. d. Miscellaneous orientation information (climate, tides, geology, etc.). e. Background of usual level of operations, type of operations, readiness levels. f. Background of facilities (such as boats, aircraft, trucks, buildings, etc.) that may be applicable. g. Background of personnel requirements if applicable. h. Is this PP in any way related to previously submitted PP's? (If so, reference them.) <p>Note: There is no need to reproduce information included in environmental documentation or other documents that can be referenced here. However, appropriate portions of other documentation should be attached to the PP.</p>		
ASSUMPTIONS/PREMISES State and explain assumptions/premises (provide quantitative data) upon which planning has been prepared, such as: <ul style="list-style-type: none"> a. Anticipated trends, projections of costs, workloads, etc. b. Constraints, impacts caused by financial policy, physical conditions, technological limits, readiness requirements, personnel availability, etc. c. Unresolved issues related to the problem. d. Acceptance of any status quo conditions (e.g., no more land, no additional personnel, etc.) e. General related objectives of the benefiting and submitting units. f. Likely environmental requirements associated with the project. An absence of information on specific environmental effects/requirements should also be stated. 		

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324C (Rev. 9-90)	PLANNING PROPOSAL MANDATORY STATEMENTS	PLANNING PROPOSAL NO.
PROPOSAL TITLE INSTRUCTIONS FOR MANDATORY STATEMENTS ON FOLLOWING PAGES		
CONSULTANT SERVICES REQUIRED <input type="checkbox"/> N/A		
ENVIRONMENTAL IMPACT/ENDANGERED SPECIES/FLOOD PLAIN/WETLANDS <input type="checkbox"/> N/A <input type="checkbox"/> CATEGORICALLY EXEMPT <i>(Submit Categorical Exclusion Statement)</i> <input type="checkbox"/> APPLICABLE <i>(Submit Environmental Checklist)</i>		
HISTORICAL/ARCHAEOLOGICAL CONSIDERATIONS <input type="checkbox"/> N/A		
HOUSING IMPACTS <i>(Displacement, Family Housing, UPH)</i> <input type="checkbox"/> N/A		
LAND REQUIRED <input type="checkbox"/> N/A		
OMB CIRCULAR A-76 IMPACT <input type="checkbox"/> N/A		
PERMITS/SPECIAL STATE OR LOCAL INTERFACE REQUIRED <input type="checkbox"/> N/A		
SAFETY AND HEALTH REQUIREMENTS <input type="checkbox"/> N/A		
COMMAND, CONTROL, AND COMMUNICATIONS AND INFORMATION RESOURCE MANAGEMENT IMPACTS <input type="checkbox"/> N/A		
SECURITY IMPACTS <input type="checkbox"/> N/A		
MILITARY READINESS IMPACTS <input type="checkbox"/> N/A		
RESERVE TRAINING IMPACTS <i>(RU Space, IDT Berthing)</i> <input type="checkbox"/> N/A		

PREVIOUS EDITIONS OBSOLETE

INSTRUCTIONS FOR MANDATORY STATEMENTS:

CONSULTANT SERVICES REQUIRED:

Indicate type of consultant that may be required, estimate level of funding, indicate any unusual problems anticipated and the probable impact on the proposals.

ENVIRONMENTAL IMPACT/ENDANGERED SPECIES/FLOOD PLAIN WETLANDS:

Indicate potential environmental effects and/or compliance requirements. If proposal is Categorically Exempt submit a Categorical Exclusion Statement. (An Environmental Checklist must be completed first to determine if the proposal is categorically exempt. The checklist need not be submitted to HQ but should be kept in your files if any questions come up concerning the Categorical Exclusion Statement.) If there are environmental impacts, submit an Environmental Checklist with the PP. Refer to the manual on National Environmental Policy Act (NEPA) Implementing Procedures (COMDTINST M16475.1 (Series)).

HISTORICAL/ARCHAEOLOGICAL CONSIDERATIONS:

State level of available data and date of coordination/concurrence with State Historic Preservation Office on existing data. Where no data or coordination has occurred, state how proposed schedule accommodates these needs. Refer to the manual on National Environmental Policy Act (NEPA) Implementing Procedures (COMDTINST M16475.1 (Series)).

HOUSING IMPACTS (Displacement, Family Housing, UPH):

Indicate the potential problems and impacts of this proposal on Family Housing/Unaccompanied Personnel Housing. Indicate if persons will be displaced from their homes as a result of this proposal. Refer to Chapter 6 of this Manual and the Housing Manual (COMDTINST M11101.13 (Series)). You must consider the leasing alternative thoroughly. Do not disregard the one hour commuting rule unless you can show some operational necessity, economic benefits, non-availability of leases, etc.

LAND REQUIRED:

Indicate whether land will be required and is available for this proposal through lease, purchase or other arrangement. Estimate costs and explain any problems and their impacts on the proposal.

OMB CIRCULAR A-76 IMPACT:

Indicate if this proposal will be subject to the cost comparison requirements of OMB Circular A-76 and the potential impacts on the proposal. Refer to Chapter 6 of this Manual.

PERMITS/SPECIAL STATE OR LOCAL INTERFACE REQUIRED:

Indicate permits or other local-level requirements that must be obtained/fulfilled for the proposal to proceed. Refer to the manual on National Environmental Policy Act (NEPA) Implementing Procedures (COMDTINST M16475.1 (Series)).

SAFETY AND HEALTH REQUIREMENTS:

Indicate the potential Safety and/or Health impacts of this proposal.

COMMAND, CONTROL, & COMMUNICATIONS & INFORMATION RESOURCE MANAGEMENT IMPACTS:

Indicate any Command, Control, and Communications and Information Resource Management Impacts. Refer to the instruction on Planning Approval for Automated Information Systems (AIS) (COMDTINST 5231.2 (Series)), and the instruction on Information Resource Management (COMDTINST 5230.41 (Series)).

SECURITY IMPACTS:

Indicate any security implications of this proposal. Refer to the Security Manual (COMDTINST M5500.11 (Series)), the manual on the Military Personnel Security Program (COMDTINST M5510.16 (Series)), and the Physical Security Manual (COMDTINST M5530.1 (Series)).

MILITARY READINESS IMPACTS:

Make a subjective rating of the impact this PP will have on national defense. If PP has any national defense impact, choose one of the following ratings: highly negative, negative, minimal, positive, highly positive.

Negative impacts degrade the contribution of the Coast Guard to the defense of the United States and/or impair the ability of the unit to perform its current contingency/mobilization tasking. Positive impacts have the opposite effect.

Do not evaluate below the Commander, Coast Guard Forces (CCGF) level. Districts must evaluate the impact at district and CCGF level. Areas must evaluate at area and district level. Give rating for each affected operational commander.

EXAMPLE: Moving resources from a CCGF in one district to a CCGF in another district could have a negative impact at the losing district and CCGF, a positive impact at the gaining district and CCGF, and minimal impact at the area.

If PP has no national defense impact, mark "N/A" and explain the lack of impact.

RESERVE TRAINING IMPACTS (RU Space, IDT Berthing):

Indicate if proposal affects the Reserve Training Program. Consideration for office, training and storage space as well as adequate berthing for reservists commuting long distances for drills/augmentation should be considered during shore facility construction/renovation. Refer to the Space Component Standards (COMDTINST M11012.7 (Series)).

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324D (Rev. 9-90)	PLANNING PROPOSAL SUMMARY OF ALTERNATIVES			PLANNING PROPOSAL NO.	
PROPOSAL TITLE					
COMPARISON OF ALTERNATIVES DESCRIPTION	RESOURCES REQUIRED IN THE FY ____ BUDGET			DISCOUNTED NET TOTAL LIFE CYCLE COST	ENVIRONMENTAL RANK
	COST (000'S)	PERSONNEL			
		# MIL	# CIV		
1. STATUS QUO Summarize alternatives from the Alternative Development pages.					
2. 1ST PREFERRED List the most preferred alternative here.					
3. 2ND PREFERRED List the second preferred alternative here.					
4. 3RD PREFERRED 					
OTHER ALTERNATIVES/COMMENTS List "unproductive" choices; i.e., alternatives which may have appeared attractive but when reviewed were not considered feasible--explain briefly. *Rank the alternatives with respect to Environmental impact, with "1" having the least impact. Include the environmental impact of programmatic change where applicable. Two or more alternatives may have the same rank.					

PREVIOUS EDITIONS OBSOLETE

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324E (Rev. 9-90)	PLANNING PROPOSAL ALTERNATIVE DEVELOPMENT		PLANNING PROPOSAL NO.	
PROPOSAL TITLE		ALTERNATIVE TITLE		ALTERNATIVE NO.
DESCRIPTION OF ALTERNATIVE Use a separate page for each alternative. Indicate the alternative number in the space above, alternative "1" should always be the status quo. Alternative "2" should be the preferred alternative, alternative "3" the next, and so on. To achieve affordable practical solutions, most complete alternatives necessitate considerations of the full scope of requirements needed to make the alternative workable. Both operational needs as well as associated requirements in the forms of personnel, AC&I \$, follow-on, etc. must be considered in alternative development.				
NET RESOURCE CHANGES REQUIRED (000's) (All estimates given in FY- Dollars)	FIRST YEAR COSTS	ANNUAL (RECURRING) COSTS	OTHER (MID LIFE) (PERIODIC) COSTS	DISCOUNTED LIFE CYCLE COSTS
AC&I				
CGES		Taken From Economic	Analysis	
OE (Less Personnel) (including follow-up)				
PERSONNEL NUMBER FOR: (OFF + WO + ENL + CIV)		Show the costs of personnel here		
NET TOTAL DISCOUNTED LIFE CYCLE COST (Total of above less any terminal value)				
BENEFITS EXPECTED Benefits of this alternative must be related to criteria/comments and quantified whenever possible.				
IMPACT ON CG PEOPLE <div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> WORKLOAD <input type="checkbox"/> LIVING CONDITIONS <input type="checkbox"/> WORKING CONDITIONS <input type="checkbox"/> MORALE <input type="checkbox"/> PERSONNEL RETENTION <input type="checkbox"/> OTHER (Specify) _____ </div> <div> Check all applicable items at the left and explain positive/negative impacts of this alternative in this space. </div> </div>				
IMPACT ON SUPPORTING ACTIVITIES <div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> R&D <input type="checkbox"/> TRAINING AND PROFESSIONALISM <input type="checkbox"/> ENGINEERING AND MAINTENANCE <input type="checkbox"/> SUPPLY AND CONTRACTING <input type="checkbox"/> ENERGY CONSUMPTION <input type="checkbox"/> OTHER (Specify) _____ <u>e.g., IRM impacts</u> </div> <div> Comment on operational impacts not previously mentioned. </div> </div>				
REASON THIS ALTERNATIVE IS NOT PREFERRED State concisely why this alternative is not as preferred as others considered. Where this is the "preferred" (clearly dominant) alternative so state and briefly explain.				

PREVIOUS EDITIONS OBSOLETE

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324F (Rev. 9-90)		PLANNING PROPOSAL ECONOMIC ANALYSIS OF ALTERNATIVES		PLANNING PROPOSAL NO.	
PROPOSAL TITLE		ALTERNATIVE TITLE		ALTERNATIVE NO.	
PROJECT YEAR	ITEM ESTIMATED COSTS GIVEN IN FY ____ DOLLARS (BUDGET YEAR)	ESTIMATED COSTS		DISCOUNT FACTOR	DISCOUNTED COST
		ONE-TIME	RECURRING		
	<p>List identifiable costs separately, e.g. construction, maintenance, utilities, BAQ, rations, and personnel changes as applicable.</p> <p>Use cumulative discount factors from Appendix C, page 2 of NAVFAC P-442 (June 1986) for recurring costs except utilities.</p> <p>Reflect and discount terminal values where applicable.</p> <p>Refer to NAVFAC P-442 and Chapter 5 of this Manual.</p>		<p>Personnel costs should be based on Standard Personnel Costs (SPC's)</p>		
Emphasis OE costs low maintenance potential	should be placed on developing proposals and alternatives which minimize follow-on where possible. Labor saving devices such as optimal siting, security equipment and maintenance designs should be considered early in the planning stage to maximize OE savings.				
DISCOUNTED NET LIFE CYCLE COST					
<p>BASIS OF COST ESTIMATE</p> <p>Indicate assumptions in discount rate, differential inflation rate if any, source of cost data, or other impacting considerations. Explain how cost estimates were inflated to the requested budget year dollars.</p> <p>NOTE: Economic lives of alternatives must be equal or other forms of comparison must be used and explained, see Chapter 5 of this Manual and NAVFAC P-442.</p>					

PREVIOUS EDITIONS OBSOLETE

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324G (Rev. 9-90)	PLANNING PROPOSAL HUMAN RESOURCES	PLANNING PROPOSAL NO.																																																																																																																																																																																	
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PREVIOUS EDITIONS OBSOLETE

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324H (Rev. 9-90)	PLANNING PROPOSAL HUMAN RESOURCES <i>(Continued)</i>	PLANNING PROPOSAL NO.
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PROPOSAL TITLE	ALTERNATIVE TITLE	ALTERNATIVE NO.
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CIVILIAN PERSONNEL REQUIREMENTS:

TITLE	SERIES	GS/GM/WG	LEVEL	NUMBER
<i>e.g.</i>				
Program Analyst	345	GS	05	1

OTHER PERSONNEL REQUIREMENTS:

Rate the area in which personnel will be assigned on each item. Compared to other CG units, is the area above, at, or below average in the following categories. Comment on all "Below Average" items.

	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE
ACTIVE DUTY HEALTH CARE			
DEPENDENT HEALTH CARE			
CHILD CARE			
EDUCATION			
DEPENDENT EMPLOYMENT OPPORTUNITY			
RECREATIONAL/CULTURAL OPPORTUNITY			
COST OF LIVING			
TRANSPORTATION			
ACCESS TO EXCHANGE/COMMUNITY			

Additional Comments *(if applicable)*:

DEPARTMENT OF
TRANSPORTATION
U.S. COAST GUARD
CG-5324I (Rev. 9-90)

**PLANNING PROPOSAL
CONTINUATION SHEET**

PLANNING PROPOSAL NO.

PROPOSAL TITLE

Use this sheet for any additional information that would be helpful in supporting the proposal and as a continuation sheet for information that does not fit on the other forms.

Provide any supporting charts, maps, photos, etc. that will help in the review of the proposal.

PREVIOUS EDITIONS OBSOLETE

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324 (Rev. 9-90)		PLANNING PROPOSAL COVER SHEET		PLANNING PROPOSAL NO.	
TO: COMMANDANT (G-CPE)		PROPOSAL TITLE			
ORIGINATOR/POINT OF CONTACT (Name and Phone No.)			UNIT ADDRESS		
CONTENTS (Required)		PAGE		CONTENTS (When applicable)	
JUSTIFICATION OF NEED				HUMAN RESOURCES SHEETS:	
BACKGROUND/PREMISES				(1) ENLISTED/OFFICER PERSONNEL REQUIREMENTS	
MANDATORY STATEMENTS				(2) CIVILIAN PERSONNEL AND OTHER PERSONNEL REQUIREMENTS	
SUMMARY OF ALTERNATIVES					
ALTERNATIVE DEVELOPMENT					
ECONOMIC ANALYSIS OF ALTERNATIVES					
REFERENCES					
REASON FOR PROPOSAL					
<input type="checkbox"/> HQ DIRECTED <input type="checkbox"/> NEW/EXPANDED MISSION <input type="checkbox"/> MANDATE <input type="checkbox"/> GOAL <input type="checkbox"/> PROBLEM <input type="checkbox"/> ECONOMY <input type="checkbox"/> EFFICIENCY <input type="checkbox"/> OTHER (Specify) _____					
IMPACT OF DENIAL/NON APPROVAL					
BENEFITING UNIT				HOPC STAFF SYMBOL	
SIGNATURE AND TITLE OF ORIGINATOR				DATE	
DISTRICT AND AREA COMMANDER ENDORSEMENTS					
DISTRICT COMMANDER SIGNATURE/DATE				AREA COMMANDER SIGNATURE/DATE	

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324A (Rev. 9-90)	PLANNING PROPOSAL JUSTIFICATION OF NEED	PLANNING PROPOSAL NO.
PROPOSAL TITLE		
FACILITY DEFICIENCIES <i>(Indicate specific facility, e.g. barracks)</i> <input type="checkbox"/> NON-EXISTENCE <input type="checkbox"/> LOCATION <input type="checkbox"/> OBSOLESCENCE <input type="checkbox"/> PHYSICAL CONDITION <input type="checkbox"/> FUNCTION <input type="checkbox"/> SPACE <input type="checkbox"/> OTHER <i>(Specify)</i> _____		
PERSONNEL NEEDS <input type="checkbox"/> NON-EXISTENCE <input type="checkbox"/> SHORTAGE <input type="checkbox"/> SPECIALTIES <input type="checkbox"/> GRADE/RANK/RATE <input type="checkbox"/> MILITARY/CIVILIAN MIX <input type="checkbox"/> FAMILY SERVICES <input type="checkbox"/> TRAINING <input type="checkbox"/> OTHER <i>(Specify)</i> _____ If any of the above items are checked, please fill out the applicable Human Resources sheets (CG-5324 G-H), for each alternative.		
OTHER DEFICIENCIES <input type="checkbox"/> FUNDING <input type="checkbox"/> EQUIPMENT <input type="checkbox"/> SITE OF UNIT <input type="checkbox"/> ORGANIZATION <input type="checkbox"/> HAZARDOUS CONDITIONS/ SAFETY PROBLEM <input type="checkbox"/> OTHER <i>(Specify)</i> _____		
CRITERIA/COMMENTS		

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324B (Rev. 9-90)	PLANNING PROPOSAL BACKGROUND/PREMISES	PLANNING PROPOSAL NO.
PROPOSAL TITLE		
MISSION/FUNCTIONS OF BENEFITING UNIT		
BACKGROUND/ORIENTATION INFORMATION		
ASSUMPTIONS/PREMISES		

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324C (Rev. 9-90)	PLANNING PROPOSAL MANDATORY STATEMENTS	PLANNING PROPOSAL NO.
PROPOSAL TITLE		
CONSULTANT SERVICES REQUIRED <input type="checkbox"/> N/A		
ENVIRONMENTAL IMPACT/ENDANGERED SPECIES/FLOOD PLAIN/WETLANDS <input type="checkbox"/> N/A <input type="checkbox"/> CATEGORICALLY EXEMPT <i>(Submit Categorical Exclusion Statement)</i> <input type="checkbox"/> APPLICABLE <i>(Submit Environmental Checklist)</i>		
HISTORICAL/ARCHAEOLOGICAL CONSIDERATIONS <input type="checkbox"/> N/A		
HOUSING IMPACTS <i>(Displacement, Family Housing, UPH)</i> <input type="checkbox"/> N/A		
LAND REQUIRED <input type="checkbox"/> N/A		
OMB CIRCULAR A-76 IMPACT <input type="checkbox"/> N/A		
PERMITS/SPECIAL STATE OR LOCAL INTERFACE REQUIRED <input type="checkbox"/> N/A		
SAFETY AND HEALTH REQUIREMENTS <input type="checkbox"/> N/A		
COMMAND, CONTROL, AND COMMUNICATIONS AND INFORMATION RESOURCE MANAGEMENT IMPACTS <input type="checkbox"/> N/A		
SECURITY IMPACTS <input type="checkbox"/> N/A		
MILITARY READINESS IMPACTS <input type="checkbox"/> N/A		
RESERVE TRAINING IMPACTS <i>(RLI Space, IDT Berthing)</i> <input type="checkbox"/> N/A		

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324D (Rev. 9-90)	PLANNING PROPOSAL SUMMARY OF ALTERNATIVES			PLANNING PROPOSAL NO.	
PROPOSAL TITLE					
COMPARISON OF ALTERNATIVES DESCRIPTION	RESOURCES REQUIRED IN THE FY ____ BUDGET			DISCOUNTED NET TOTAL LIFE CYCLE COST	ENVIRONMENTAL RANK
	COST (000'S)	PERSONNEL			
		\$ MIL	\$ CIV		
1. STATUS QUO					
2. 1ST PREFERRED					
3. 2ND PREFERRED					
4. 3RD PREFERRED					
OTHER ALTERNATIVES/COMMENTS					

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324E (Rev. 9-90)	PLANNING PROPOSAL ALTERNATIVE DEVELOPMENT		PLANNING PROPOSAL NO.	
PROPOSAL TITLE		ALTERNATIVE TITLE		ALTERNATIVE NO.
DESCRIPTION OF ALTERNATIVE				
NET RESOURCE CHANGES REQUIRED (000's) <i>(All estimates given in FY- Dollars)</i>	FIRST YEAR COSTS	ANNUAL (RECURRING) COSTS	OTHER (MID LIFE) (PERIODIC) COSTS	DISCOUNTED LIFE CYCLE COSTS
AC&I				
CGES				
OE (Less Personnel) (including follow-up)				
PERSONNEL NUMBER FOR: (OFF + WO + ENL + CIV)				
NET TOTAL DISCOUNTED LIFE CYCLE COST <i>(Total of above less any terminal value)</i>				
BENEFITS EXPECTED				
IMPACT ON CG PEOPLE <input type="checkbox"/> WORKLOAD <input type="checkbox"/> LIVING CONDITIONS <input type="checkbox"/> WORKING CONDITIONS <input type="checkbox"/> MORALE <input type="checkbox"/> PERSONNEL RETENTION <input type="checkbox"/> OTHER (Specify) _____				
IMPACT ON SUPPORTING ACTIVITIES <input type="checkbox"/> R&D <input type="checkbox"/> TRAINING AND PROFESSIONALISM <input type="checkbox"/> ENGINEERING AND MAINTENANCE <input type="checkbox"/> SUPPLY AND CONTRACTING <input type="checkbox"/> ENERGY CONSUMPTION <input type="checkbox"/> OTHER (Specify) _____				
REASON THIS ALTERNATIVE IS NOT PREFERRED				

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324F (Rev. 9-90)		PLANNING PROPOSAL ECONOMIC ANALYSIS OF ALTERNATIVES		PLANNING PROPOSAL NO.	
PROPOSAL TITLE			ALTERNATIVE TITLE		ALTERNATIVE NO.
PROJECT YEAR	ITEM ESTIMATED COSTS GIVEN IN FY ____ DOLLARS (BUDGET YEAR)	ESTIMATED COSTS		DISCOUNT FACTOR	DISCOUNTED COST
		ONE-TIME	RECURRING		
DISCOUNTED NET LIFE CYCLE COST					
BASIS OF COST ESTIMATE					

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5324G (Rev. 9-90)	PLANNING PROPOSAL HUMAN RESOURCES	PLANNING PROPOSAL NO. 																																																																																																																																																																																	
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DEPARTMENT OF
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**PLANNING PROPOSAL
CONTINUATION SHEET**

PLANNING PROPOSAL NO.

PROPOSAL TITLE

- A. Purpose. The purpose of the Comprehensive Plan (CP) is to ensure that planning for shore facilities is being done in a timely and consolidated manner and provides the necessary foundation, priority, and time-phasing of a number of Planning Proposals for a single unit or installation.
- B. Guidelines. The guidelines in this Chapter provide detailed information to assist in the preparation of CPs and are intended to:
1. Describe the flow of events.
 2. Standardize procedures and format.
 3. Facilitate preparation.
 4. Facilitate review and approval.
- C. Consolidated Planning Criteria. Broad policy for planning purposes will be provided in the Commandant's Strategic Agenda while specific program guidance will be available in the Program Directions and Program Director's plans. These sources should be sufficient to meet the level of detail requirements under the CP and PP systems. If not, a request for clarification or elaboration may be addressed to Commandant (G-CPP).
- D. Planning and Programming Manuals (Part A and Part B). This basic reference provides the field or Headquarters user with detailed guidance regarding their portion of the planning process. These topical subjects are all used to some degree in the CP preparation process. Accordingly, they should be reviewed and interpreted, if necessary, at the time a CP effort is conceived.
- E. CP Requests.
1. CPs are required only when the reasonably foreseeable construction/repair work to be done at a single unit or multi-unit installation (Support Center, etc.) is beyond the scope of a single Planning Proposal.
 2. CPs may be commenced by authority of the district commander or commanding officer of a Headquarters unit in accordance with the following:
 - a. The Comprehensive Plan (forms CG 4900, A through C) must be a concise document; see Figures 4-1 through 4-4. These figures are provided as format examples and are to be locally reproduced.

- 4.E.2. b. The process will not involve contractual assistance or special duty personnel except in rare instances. In those instances the prior approval of the Commandant (G-CCS) must be obtained.
- c. The CP must provide the overall scheme that describes the multiple PPs, how they fit together, their relative priority and the required funding schedule.
- d. Specific planning questions not answerable at the district/HQ unit or area level should be addressed to Commandant (G-CPP).

F. Plan Contents.

- 1. The CP is a summary of two or more PPs. It is neither required nor desired that detail of the individual PPs be repeated in the CP. With that caveat, the CP will consist of:
 - a. Cover Sheet,
 - b. Background Information, (This sheet should be duplicated for use in the CP and each supporting PP.)
 - c. Justification,
 - d. Site Plan,
 - e. Summary of Planning Proposals and Funding Schedule, and
 - f. Individual PPs (Long or Short Form) encompassed by the CP.
- 2. The forms depicted in Figures 4-1 through 4-4 have been designed to simplify the preparation of follow-on or other planning documents.

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COMPREHENSIVE PLAN COVER SHEET

To: Commandant (G-CPE)

CP Title:

TABLE OF CONTENTS:

PAGE NUMBER

Cover Sheet

Background Information

Justification

Site Plan

Summary of PPs and

Funding Schedule

Attached Individual PPs

UNIT ADDRESS:

SUBMITTING UNIT/STAFF (Include telephone number):

SIGNATURE AND TITLE OF ORIGINATOR:

DATE:

AREA COMMANDER ENDORSEMENT:

AREA COMMANDER SIGNATURE/DATE

INFORMATION COPIES TO:

As with Planning Proposals, please provide two copies to Commandant (G-CPP) who will coordinate the Headquarters distribution and action. Information copies may be distributed as desired.

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COMPREHENSIVE PLAN BACKGROUND / PREMISES

CP Title:

MISSIONS/FUNCTIONS OF BENEFITING UNIT:

List missions and provide an estimate of the percent of effort devoted to each.

BACKGROUND/ORIENTATION INFORMATION:

Provide background/orientation information which might influence the decision on the proposal, such as:

- a. Brief history.
- b. Regional and community significance (social, political, economic, environmental), congressional district.
- c. Location of unit (site location map may be attached), identify nearest city.
- d. Miscellaneous orientation information (climate, tides, geology, etc.).

Note: There is no need to reproduce information included in environmental documentation or other documents that can be referenced here.

ASSUMPTIONS/PREMISES:

State and explain assumptions/premises upon which planning has been prepared such as:

- a. Anticipated trends, projections.
- b. Constraints, impacts caused by financial policy, physical conditions, technological limits, etc.
- c. Unresolved issues related to the problem.
- d. Acceptance of any status quo conditions.
- e. Program activities.
- f. etc.

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COMPREHENSIVE PLAN JUSTIFICATION OF NEED

CP Title:

REASON FOR PROPOSAL:

- ☐ HQ DIRECTED
☐ NEW/EXPANDED MISSION
☐ MANDATE
☐ GOAL
☐ PROBLEM
☐ ECONOMY
☐ EFFICIENCY
☐ OTHER (Specify)

Check items as applicable. List and describe all checked items. Do not discuss or imply solutions here. If properly prepared, this explanation will not require revision from this document through to the budgetary requests.

FACILITY DEFICIENCIES:

- ☐ NONEXISTENCE
☐ LOCATION
☐ OBSOLESCENCE
☐ PHYSICAL CONDITION
☐ FUNCTION
☐ SPACE
☐ OTHER (Specify)

Check items as applicable. List and describe all checked items.

e.g., physical, functional, technological.
e.g., facilities not appropriate for function performed or to be performed.
e.g., too large, too small, poorly configured, etc.

PERSONNEL NEEDS:

- ☐ INCREASED
☐ DECREASED
☐ NO CHANGE

Check items as applicable. List and describe all checked items.

OTHER DEFICIENCIES:

- ☐ FUNDING
☐ EQUIPMENT
☐ SITE OF UNIT
☐ ORGANIZATION
☐ HAZARDOUS CONDITIONS/SAFETY PROBLEM
☐ OTHER (Specify)

Check items as applicable. List and describe all checked items.

e.g., electronic systems, data systems, LORAN transmitter not strong enough because...
e.g., wrong location to respond to SAR cases because...

CRITERIA/COMMENTS:

Enter short statement of fact--quantify when possible--which clearly establish the following:

- Existence of the problem or goal to be achieved.
- Scope of the problem.
- Standards used in identifying the deficiency and in calculating requirements--e.g., performance productivity, service, habitability, safety, space, workload, etc.
- Description of results of implementing CP.

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COMPREHENSIVE PLAN
SUMMARY OF PLANNING PROPOSALS

CP Title:

REMARKS:

Briefly describe each Planning Proposal.

List PPs in priority order and proposed FY of accomplishment.

List resource (personnel, funding, etc.) requirements by PP, by FY.

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-4900 (Rev. 4-90)	COMPREHENSIVE PLAN COVER SHEET																
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**COMPREHENSIVE PLAN
BACKGROUND / PREMISES**

CP Title:

MISSIONS/FUNCTIONS OF BENEFITING UNIT:

BACKGROUND/ORIENTATION INFORMATION:

ASSUMPTIONS/PREMISES:

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**COMPREHENSIVE PLAN
JUSTIFICATION OF NEED**

CP Title:

REASON FOR PROPOSAL:

- ☐ HQ DIRECTED
☐ NEW/EXPANDED MISSION
☐ MANDATE
☐ GOAL
☐ PROBLEM
☐ ECONOMY
☐ EFFICIENCY
☐ OTHER (Specify)

FACILITY DEFICIENCIES:

- ☐ NONEXISTENCE
☐ LOCATION
☐ OBSOLESCENCE
☐ PHYSICAL CONDITION

☐ FUNCTION

☐ SPACE
☐ OTHER (Specify)

PERSONNEL NEEDS:

- ☐ INCREASED
☐ DECREASED
☐ NO CHANGE

OTHER DEFICIENCIES:

- ☐ FUNDING
☐ EQUIPMENT

☐ SITE OF UNIT

☐ ORGANIZATION ☐ OTHER (Specify)
☐ HAZARDOUS CONDITIONS/SAFETY PROBLEM

CRITERIA/COMMENTS:

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**COMPREHENSIVE PLAN
SUMMARY OF PLANNING PROPOSALS**

CP Title:

REMARKS:

CHAPTER 5. ECONOMIC ANALYSIS GUIDANCE

- A. Background. Economic analyses conducted for Planning Proposals, AC&I Project Proposal Reports, Minor AC&I Project Proposal Reports, special studies and other analytical efforts shall be conducted in accordance with the guidance in the Naval Facilities Engineering Command Publication P-442 (NAVFAC P-442) "Economic Analysis Handbook" and OMB circular A-94, Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs. The analytical technique described is applicable to studies and projects which require decisions involving the allocation (or reallocation) of scarce resources. However, cost comparison studies of contractor versus in-house operation of commercial or industrial activities use a different set of ground rules. See Chapter 5 for more information concerning analysis of commercial and industrial activities. NAVFAC P-442 has previously been distributed through the Coast Guard. Additional copies may be ordered from Naval Publications and Forms Center, 5801 Tabor Ave., Philadelphia, PA 19120. The stock number is 0525-LP-037-7150.
- B. Use of Economic Analysis. It should be noted that economic analyses are intended to be used as one element in the decision making process; they do not replace that process. As such, economic analyses are not intended to stand alone as the only decision criterion; they must be considered in consonance with intangible factors and operating requirements.
- C. Economic Life. In calculating life cycle costs, it is of paramount importance that realistic estimates of economic life be used. Such estimates are often a matter of judgment; however, over the years, certain trends have been identified, which may be of value as a guide for the cost analyst. In the absence of more accurate information, the following standard factors should be used:

5.C.(Contd)

<u>LIFE (YEARS)</u>	<u>CATEGORY</u>	<u>ECONOMIC</u>
a.	<u>ADP EQUIPMENT</u>	8 ¹
b.	<u>BUILDINGS</u>	
	(1) Permanent.....	25
	(2) Semi-Permanent, non-wood.....	25
	Semi-Permanent, wood.....	20
	(3) Temporary or Rehabilitated.....	15
c.	<u>OPERATING EQUIPMENT</u>	10 ²
d.	<u>UTILITIES, PLANTS, AND UTILITY</u> <u>DISTRIBUTION SYSTEMS</u>	15-25 ³
e.	<u>ENERGY CONSERVING ASSETS</u>	
	(1) Insulation, solar screens, heat recovery systems, and solar energy installations.....	25
	(2) Energy Monitoring and Control Systems.....	15
	(3) Controls (e.g., thermostats, limit switches, automatic ignition devices, clocks, photocells, flow controls, temperature sensors, etc.).....	15
	(4) Refrigeration compressors.....	15
¹ <u>NOTE</u>	First refer to the Manufacturers guidance.	
² <u>NOTE</u>	More authoritative guidance is contained in documents such as DOD 4270.1-M, "DOD Construction Criteria Manual" and NAVFAC DM 1.02. "Materials & Buildings Components."	
³ <u>NOTE</u>	Refer to NAVFACINST 4101.5A, 19 OCT 84 and OASD DEPPM 85-2. 5 FEB 85.	

D. Discounting.

1. Rarely will the expenditure of funds for competing alternatives take place at the same rate. Rather, there will likely be a time delay between them, which, because of the changing value of money, must be considered by the analyst. This is accomplished by computing present value costs through the application of an appropriate discount rate. The discount rate reflects the expected rate of return on investments made in the private sector of the economy, and therefore represents the "opportunity" cost of capital to the government. The application of a discount factor then, reduces future costs to "present value" costs, i.e., the amount of money which would be required to finance the alternative, if such financing were to be accomplished today. Reducing all alternatives to present value costs permits comparisons which would otherwise not be valid. Assuming equal benefits, the alternative whose present value cost is least, would be most desirable since it implies a more efficient allocation of resources.
2. This technique requires the analyst to use a discount rate to reduce future alternative costs to a present value base, for comparison purposes. The discount rate to be used in Coast Guard studies is normally 7 percent. The factors in Table 5-1, based on End-of-Year compounding, will be used. An explanation should be provided if a different discount rate is used. The concept of discounting applies only to analytical studies wherein a comparison between alternatives is desired. Discount costs should not be used for budgeting and funding purposes, or to determine the obligational authority required to finance proposed investments.

- E. Economic Escalation (Inflation). Inflation rates are not independent from discount rates and therefore cannot be treated independently. Historically, they tend to move in parallel paths, as evidenced by the characteristic peaking of interest rates during periods of high inflation. A detailed discussion of the relationship between the two is beyond the scope of this Manual. However, it should be understood that the discount factors described and set forth above, are to be applied only to "constant" dollar costs, i.e., costs which have not been increased to account for the expected effects of inflation in future years. If inflated costs were used, a different set of discount factors would be necessary, which would reflect an increase in the rate of return on investments due to the effects of inflation. Therefore, unless there are compelling reasons to the contrary, analytical studies in the Coast Guard shall use constant dollar costs discounted at 7 percent, see Table 5-1.
- F. Depreciation. Depreciation write-off is an accounting convention which is used primarily where an income tax structure exists. Since the Federal Government pays no taxes, depreciation is irrelevant and should not be included in an economic analysis of Federal Government investments. However, the methodology generally used in depreciation calculations may be applied (in the absence of a more exact methodology) in order to estimate the residual value of an asset, as described in paragraph 5-C above.

TABLE 5-1: 7 PERCENT PRESENT VALUE TABLE.

<u>Year Since Initiation, Renewal or Expansion</u>	<u>INDIVIDUAL</u>	<u>CUMULATIVE</u>
	PRESENT VALUE OF \$1 (Single Amount--to be used when cash flows accrue in varying amounts each year)	PRESENT VALUE OF \$1 (Cumulative--to be used when cash flows accrue in the same amount each year)
	7% Year-end Discount Factors	7% Cumulative Discount Factors
1	0.9346	0.9346
2	0.8734	1.8080
3	0.8163	2.6243
4	0.7629	3.3872
5	0.7130	4.1002
6	0.6663	4.7665
7	0.6227	5.3892
8	0.5820	5.9712
9	0.5439	6.5151
10	0.5083	7.0234
11	0.4751	7.4985
12	0.4440	7.9425
13	0.4150	8.3575
14	0.3878	8.7453
15	0.3624	9.1077
16	0.3387	9.4464
17	0.3166	9.7630
18	0.2959	10.0589
19	0.2765	10.3354
20	0.2584	10.5938
21	0.2415	10.8353
22	0.2257	11.0610
23	0.2109	11.2719
24	0.1971	11.4690
25	0.1842	11.6532
26	0.1722	11.8254
27	0.1609	11.9863
28	0.1504	12.1367
29	0.1406	12.2773
30	0.1314	12.4087

NOTE: Table 5-1 factors are based on End-of-Year compounding at a 7% annual discount factor, cumulative Discount Factors represent the cumulative sum of Individual Discount Factors through any given project year. Formulas for these factors are provided in NAVFAC P-442.

CHAPTER 6. ECONOMIC ANALYSIS OF COMMERCIAL ACTIVITIES

- A. Background. It is a basic policy of the Federal government as expressed in OMB Circular A-76, to rely on the private sector wherever possible to supply its needs. While there may be circumstances where governmental operation of certain commercial activities can be justified as being in the best interests of the government, such circumstances are limited. Generally, the operation of commercial activities by the government must be justified on economic grounds.
- B. Discussion. A commercial activity is defined as an activity that is managed by an executive agency of the Federal government, and which provides a product or service which is obtainable from the private sector. A commercial activity may be operated by the government only under the following circumstances:
 - 1. The activity must be performed by military and/or government civilian employees, for reasons of national defense.
 - 2. No private commercial source exists which is capable of providing the product or service needed.
 - 3. The activity can be operated by the government at lower cost than if the product or service were obtained from a private commercial source.
- C. Economic Analysis. Regulations governing the economic analysis of a commercial activity (existing or proposed) requires that a work statement be prepared and used as a basis for bid/proposal solicitation. Interested contractors submit sealed bids/proposals in accordance with normal contracting procedures. The government submits a cost estimate. A cost comparison is then prepared comparing the estimate of the cost of Government performance with the cost to the Government for contract performance of the activity. The less expensive of the two alternatives is then implemented.
- D. Procedures. Specific directions for conducting these analyses are contained in OMB Circular A-76 and DOT Order 4400.2 (Series).
- E. Point of Contact. For further guidance, contact Commandant (G-CPP-2), FTS 267-1137.

CHAPTER 7. PLANNING FOR HOUSING ACQUISITION

A. Purpose. The purpose of this Chapter is to provide planning guidance for acquiring Family and Unaccompanied Personnel Housing (UPH).

B. References.

1. NAVFAC P-442, Economic Analysis Handbook
2. Manual of Budgetary Administration (COMDTINST M7100.3 (Series))
3. Staffing Standards Manual (COMDTINST M5312.11 (Series))
4. Housing Manual (COMDTINST M1101.13 (Series))
5. Civil Engineering Manual (COMDTINST M11000.11 Series))
6. Real Property Management Manual (COMDTINST M11011.9B (Series))
7. OMB Circular No. A-18 (Rev.)
8. Multi-Mission Station Design Guide (COMDTINST M11012.3 (Series))
9. Space Component Standards (COMDTINST M11012.7 (Series))
10. Unaccompanied Personnel Housing Design Guide (COMDTINST M11012.6 (Series))

C. Housing Planning Guidance.

1. Purpose. This information provides basic program direction for planning Coast Guard housing projects for accompanied and unaccompanied personnel. Guidance permits preparation of Planning Proposals and comparable documentation and thus supplements material found elsewhere in this Manual.
2. Basic Housing Criteria.
 - a. Policy. Adequate housing, as defined in the Housing Manual should be available for all military personnel in the vicinity of their duty station. Mobile homes are not considered to be adequate, permanent Coast Guard resources. Housing resources are acquired only where community housing (including leased housing) or other government housing resources are scarce or inadequate, for operational purposes or in remote areas lacking housing. On this basis, Government

7.C.2.a (Cont'd)

owned housing is not normally programmed in metropolitan areas. Where there are planned actions which would result in the establishment of a new unit or a new homeport, such planning should include consideration of housing and other personnel support needs. Sufficient time should be allowed in fixing commissioning dates to accommodate housing planning and acquisition if required. Advise Commandant (G-PS) of such plans at the earliest date for optimal coordination of planning efforts.

- b. Documentation of Housing Need. Data concerning the housing market, its characteristics and trends, are obtained from a variety of sources. Documentation supporting housing acquisitions should be retained for continuing review. Basic data sources include the following:
 - (1) Housing Surveys. A Coast Guard-wide survey is normally conducted every other year to provide information on CG housing needs and preferences. A separate survey conducted by the Per Diem Committee furnishes basic data for computing the Variable Housing Allowance (VHA).
 - (2) Housing Market Studies. Housing market research is required for all family housing projects to determine members' access to and the extent of community housing support. This research is required information for all housing acquisition proposals. It is especially necessary in areas of dynamic housing market activity and in complex housing situations for which solutions involve acquisition of permanent housing for accompanied or unaccompanied personnel. Basic market research must be updated every two years prior to construction. For information and assistance regarding these studies, contact Commandant (G-PS-4) at (202) 267-2231.
- c. Housing Support Facilities. The need for recreation, messing and maintenance facilities should always be evaluated in connection with Coast Guard housing acquisitions.
- d. Housing Support Personnel. Staffing/contract needs for housing referral, operation, maintenance and administrative purposes should be identified in connection with new or revised housing proposals.

7.C.2. e. Acquisition Analysis. Basic planning guidance is contained in this Manual. Additional guidance is included in the Housing Manual. Adequate provision should always be made for initial and follow-on funding requirements of proposed housing alternatives. Economic analysis should compare costs of leased housing, when available, as a benchmark with housing construction, purchase, transfer or other viable acquisition alternatives. In order to limit the potential for unusual maintenance problems, and to further energy conservation objectives, housing to be acquired through purchase should normally be of recent construction. Government owned housing must always be used before employing leased housing resources.

f. Funding. Acquisition (purchase, construction, or transfer) of any family housing always utilizes AC&I funds. Housing rehabilitation may use AC&I or OE funding resources, depending on the cost of repairs per unit. See the Civil Engineering Manual for guidance. The Minor AC&I Program is not used for family housing but is available for housing support (recreation, streets, etc.) as well as for UPH housing needs in a community.

g. Continued Housing Requirements Review. Military housing needs should be under constant review by commands. Housing acquisition should be deferred or cancelled if such review determines there are available housing resources capable of meeting family or UPH housing needs in a community.

3. Family Housing Criteria.

a. Policy. Minimum family housing adequacy standards are contained in the Housing Manual. Distribution of members' housing units throughout the community is preferred to the establishment of Coast Guard enclaves.

b. Eligibility. All pay grades are eligible for owned quarters. For leased quarters, eligibility depends on whether the total of BAQ, VHA and out-of-pocket cost (15% of National Median Housing Cost) exceed local housing costs. Subject to this qualification, all pay grades are eligible for leased housing.

c. Requirements. Family housing requirements are evaluated on the basis of personnel needs, balanced against eligibility/operational considerations and the availability of adequate community support housing (including leased housing), as well as public quarters. See acquisition priority in paragraph

7.C.3. c. (Cont'd)

3.e. below. Net housing needs are uniformly determined by matching dependency-by-pay-grade statistics contained in the Housing Manual with authorized/projected personnel allowances. The current dependency rate is approximately 65% servicewide.

- d. Housing Resources. CG owned resources are utilized as well as community support housing obtained through CG lease or individual purchase or rental. DOD or other Government housing is used when available under ISSA or similar agreement. See the Housing Manual and the Real Property Management Manual.
- e. Acquisition Priority. Coast Guard family housing requirements are met by (a) community support (private rental or purchase); (b) DOD/other Government agency owned housing; (c) Government leased housing; (d) DOD excess/CG acquired housing; and (e) Coast Guard owned housing; in that order.
- f. Family Housing Planning Factors. Basic planning guidance for family housing, including floor area and bedroom mix criteria, derives from OMB Circular A-18 (Rev.) and is further detailed in the Housing and Civil Engineering Manuals. Guidance regarding assignment, occupancy, operation, management and maintenance is contained in the Housing Manual. Acquisition planning factors should address required bedroom mix on the basis of existing and planned allowances, site planning and unit density, rank classification, and other relevant information.

4. Unaccompanied Personnel Housing Criteria.

- a. Policy. Minimum adequate unaccompanied personnel housing (UPH) standards are defined in the Housing Manual. Program guidance can be found in the Housing Manual and herein. Any limitations on the use of private housing by unaccompanied members for operational considerations shall be no more restrictive than limitations placed on accompanied members.
- b. Requirements. Unaccompanied members' housing needs will be established on the basis of personnel allowances, balanced against eligibility/operational considerations and the availability of adequate community support housing as well as military UPH facilities. Dependency-by-pay-grade criteria contained in the Housing Manual will be used to determine single unaccompanied ratios.

7.C.4. c. Housing Resources. The UPH program utilizes DOD and CG owned UPH facilities as well as leased quarters, cutters, and individual Government purchases of community housing units.

d. Acquisition Priority. All AC&I UPH projects (Minor and Major) are reviewed within the context of the following berthing methods/priorities:

- (1) BAQ/VHA - Members to be housed in the community.
- (2) Leased Housing - If available, Government leased quarters in the community.
- (3) Purchase - Purchase of adequate existing unaccompanied personnel housing.
- (4) Construction - Utilized when community housing support is deemed inadequate, unavailable or exorbitantly expensive.

e. UPH Planning Factors. Analysis should cover factors listed below for all UPH construction or reconstruction projects:

- (1) Housing survey of unaccompanied personnel, examining the preferences of those in locale. Documentation regarding community support surveys and analyses should be maintained at district and Headquarters units.
- (2) Exigencies of local climate/isolation of station.
- (3) Community support available: recreation, education, shopping, public transportation, etc., as well as the availability of housing and eating facilities.
- (4) Examination of the rehabilitation alternative if applicable.
- (5) Examination of messing options for each alternative.
- (6) Consideration of the potential impact on individuals for the cost of PCS transfer and the limitations of eligibility for government shipment and/or storage of household goods (HHG) based on paygrade.

f. UPH Sizing. Guidance contained in the Housing Manual shall be used for purposes of determining quarters requirements for permanent party, students and other non-permanent party personnel. In lieu of

7.C.4. f. (Cont'd)

survey data, average daily strength figures of students, non-permanent party personnel and dependency-by-pay grade ratios of permanent party personnel allowances shall be utilized. Quarters may not be constructed for occupancy of members with dependents voluntarily unaccompanied although such personnel may occupy available existing quarters as a command assignment priority. Alternatives to UPH construction (BAQ/VHA, leased housing, AC&I purchase) should include up-to-date information concerning availability and cost ranges of community housing for rent, purchase or government lease.

- g. UPH Design Standards. Standards are contained in the Multi-Mission Station Design Guide, Space Component Standards, and Unaccompanied Personnel Housing Design Guide. Design should provide for the assignment of male/female personnel and should consider the basic needs of privacy, security, adequate storage, and relaxation.

- D. Point of Contact. For further guidance, contact Commandant (G-PS), (202) 267-2231.

CHAPTER 8. EXCHANGE (CGX) AND MORALE, WELFARE, AND RECREATION (MWR) PLANNING

A. Purpose. The purpose of this Chapter is to provide guidance for Exchange and Morale, Welfare, and Recreation Planning (Appropriated and Non-appropriated Projects).

B. References. Planning References are listed below:

1. Morale, Welfare and Recreation Manual (COMDTINST M1710.13 (Series))
2. Non-Appropriated Fund Activities Manual.
3. NAVFAC P-80, Planning Factor Criteria for Navy and Marine Corps Shore Installations (Available from Naval Publications and Forms Center, Philadelphia, PA 19120)
4. NAVFAC P-457, Planning and Design of Outdoor Sports Facilities (available from Naval Publications and Forms Center, Philadelphia, PA 19120)
5. Manual of Budgetary Administration (COMDTINST M7100.3 (Series))
6. Civil Engineering Manual (COMDTINST M11000.11 (Series))

C. Guidance.

1. Purpose. These procedures are intended to serve as the guidelines for the preparation, submission, review, and approval of CGX and MWR facility acquisition, improvement and rebuilding projects to be funded from appropriated and/or non-appropriated funds. As such they supplement the procedures found elsewhere in this manual.
2. Discussion.
 - a. The establishment and operation of well-rounded CGX and MWR programs to ensure the mental and physical well-being of Coast Guard personnel and their dependents is a vital mission support function. The MWR program should provide a wide variety of formal and informal activities (and facilities) to meet the off-duty leisure time needs and interest of assigned personnel and their dependents. CGX activities, when they can be viably established, should provide goods and services of variety and quality to satisfy the needs and desires of the patronage served.

8.C.2.b. As an integral part of the Personnel Support Program (GAP) CGES and CGMWR programs and facilities should be provided, operated, and maintained with appropriated funds to the extent authorized. When appropriated funds are not available for this purpose, the use of non-appropriated funds is authorized. Funding policy regarding specific elements of expense is contained in Chapter 6 of reference (1) and enclosure (9) of reference (2). Authorized appropriated fund follow-on operating expenses for facilities shall be provided for through the normal budgetary process. For facilities which do not receive follow-on funding in the Congressional Budget, the cost of operating and maintaining these facilities must be provided from either other appropriated (if authorized) or non-appropriated funds. Operational maintenance and commitments always take priority in programming appropriated funds. Increasing MWR costs should not be met by reprogramming funds required for maintenance of operational facilities.

3. Planning Criteria. CGX and MWR program and facility requirements shall be established and developed consistent with the following planning criteria:

a. Scope. Program needs and priorities will be established/identified by evaluating patron interests and considering the availability and accessibility of specific off-base alternatives including military and civilian recreation activities. Off-base resources will be evaluated considering conditions, availability during free time hours, fees and charges, accessibility to all elements of the eligible patron base, morale acceptability, adequacy of transportation resources, and other pertinent factors. Personnel authorized to utilize MWR programs and facilities are identified in Chapter 1 of reference (1). Those authorized as CGX patrons are identified in enclosure (2) to reference (2).

b. Facility Standards. Type and size of facilities will be the most economical and efficient obtainable, consistent with adequacy, for the intended use and known requirements. The maximum limits with respect to type and size will be in accordance with NAVFAC-P-80 (Facility Planning Factor Criteria for Navy and Marine Corps Shore Installations) unless otherwise justified. In addition, Planning and Design of Outdoor Sports Facilities (NAVFAC-P-457) should be used as a reference source for designing outdoor sports facilities. Specific sizing criteria can be found in the Space Components Standards Manual (COMDTINST M11012.7 (Series)).

- 8.C.3. c. Physical Development. Physical expansion or development must be consistent with existing facilities and planned unit land use. When considering natural resources, special attention must be given to patron loading capacity and environmental factors to ensure that proposed land use is economically feasible, is consistent with base and community development plans and is not detrimental to the protection and enhancement of land, air, water, forestry and wildlife. Replacement, alteration and demolition alternatives shall be considered as well as new construction in satisfying requirements.
- d. Human Resources. Planning for new or expanded programs shall include identification of existing manpower as well as any future appropriated fund staffing required for effective program operation and management.
- e. Fiscal Resources. The ability to fund program/activity development and operation must be identified and evaluated. Unit CGX and MWR funds will be considered in addition to AC&I, OE, G-PXM redistribution, and other public or private funds for purposes of financing programs and facilities. All costs of providing new activities should be fully justifiable in terms of benefits received.
- f. Constraints. Activities should generally not duplicate MWR services available at other military commands or in the civilian community. Facilities shall not be established which are disproportionate to the size and needs of the patron base or detract from the operational mission of the command.
4. Procedures. Project documentation shall follow the procedures outlined in this Manual, including preparation, review and approval, except as noted herein.
- a. The AC&I Data Sheet (CG-5069) is utilized as an entry level document to the Shore Facilities Data Base and Shore Facilities Requirements, (see the Shore Facilities Planning Manual (COMDTINST M11010.6 (Series))). Commands are encouraged to identify all deficiencies within the CGES and MWR programs which fall within the AC&I category and submit Data Sheets, as appropriate, regardless of eventual funding sources.

- 8.C.4. b. Planning Proposals are required for all projects, regardless of funding source, which exceed the annual Minor AC&I funding limit. AC&I Project Proposal Reports (regardless of the actual funding source recommended) are required after approval of the Planning Proposal. Accordingly, Planning Proposals and AC&I Project Proposal Reports (AC&I PPR) shall be prepared and submitted consistent with the requirements contained in Chapter 3 of this Manual and the Shore Facilities Planning Manual (COMDTINST M11010.6 (Series)). A NAF funded AC&I Project Proposal Report may be submitted at any time of the year subsequent to approval of a Planning Proposal.
- c. Projects using appropriated or non-appropriated funds which exceed \$200,000 but are less than the annual Minor AC&I funding limit will be prepared and submitted using the Minor AC&I Project Report Format.
- d. MWR projects which are less than \$200,000 in scope will be processed in accordance with existing procedures contained in this Manual, the Manual of Budgetary Administration (COMDTINST M7100.3 (Series)), the Civil Engineering Manual (COMDTINST M11000.11 (Series)), Chapter 11 of the Coast Guard Morale, Welfare, and Recreation Manual (COMDTINST M1710.13 (Series)).
- e. CGES projects which are greater than \$25,000 but less than \$200,000 in scope must be submitted to Commandant (G-PXM) for approval with such correspondence containing pertinent information that otherwise would be included in a planning proposal or Minor AC&I Project Proposal Report.
5. Project Review. In addition to any engineering or operation evaluation which may be required, each project will be reviewed at each stage of the planning process to ensure:
- a. Consistency with mission(s) and objectives;
- b. Conformance to Headquarters planning criteria; and
- c. Financial viability of project (including ability to fund and/or obtain follow-on funding).
- D. Point of Contact. For further guidance, contact Commandant (G-PXM), (202) 267-0726.

CHAPTER 9. BLANK

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GLOSSARY

CHAPTER 10. GLOSSARY OF DEFINITIONS, ACRONYMS AND ABBREVIATIONS

- A. Alphabetical Listing. Below is an alphabetical listing of definitions, acronyms and abbreviations which may be helpful when working with this Manual:

Academy and OCS Training. Educational programs designed to provide prospective officers with the knowledge needed to perform as junior officers. The Cadet and OCS training programs are both supported by TABs.

AC&I. The abbreviation for "Acquisition, Construction and Improvements" (i.e., capital investment).

AC&I Data Sheet. Coast Guard form (CG-5069) which is an input to the Shore Facilities Data Base submitted by a district or Headquarters unit describing a proposed capital investment in facilities.

AC&I PPR. (Synonymous with PPR.) Abbreviation for "AC&I Project Proposal Report". AC&I Project Proposal Reports are submitted by Area, District, and MLC commanders and commanding officers of Headquarters units, after an approved Planning Proposal, in support of capital investment projects at their shore facilities. See the Civil Engineering Manual (COMDTINST M11000.11 (Series)).

Acquisition Support Program (GAA). A program designed to manage and control Coast Guard procurement; and to acquire major systems such as cutters, boats, aircraft, electronics equipment, and communications, information, and support systems which may be required to fulfill Coast Guard management and operational requirements. See the GAA PD for further information.

ADPL. Active Duty Promotion List

Allotment Fund Code (AFC). A portion of the Operating Expense appropriation dedicated to a particular operating or support need; a management mechanism to aid control of planning and usage of operating funds.

Alternatives. Different ways of achieving a stated purpose or requirement. For purposes of Planning Proposals, Comprehensive Plans, special studies, projects, etc., requirements should be so stated as to reflect a totally unbiased point of view concerning methods of achievement of the purpose or requirement.

Assigned Billets. Billets specifically assigned to programs and places by rating and pay grade (enlisted) or pay grade (officer). This process is controlled by G-CPA and reported on the Personnel Allowance List (PAL).

Attrition. All personnel losses from the Coast Guard. Categories include: resignation, death, administrative discipline, retirement, etc. May also be used to express losses from specific training courses or other programs.

A/E. The abbreviation for Architect/Engineer.

AFC. The abbreviation for Allotment Fund Code

A/N -- ATON. The abbreviation for Aids to Navigation.

Authorized Billets. The total military billet strength authorized by Congress each year. It includes all assigned billets plus: grade-specific petty officer billets, training allowance billets, and support allowance billets.

Authorized Grade Distribution. The total number of commissioned officers on the ADPL authorized to hold (by promotion) each grade as determined by the annual count of officers.

BA. The abbreviation for the Bridge Administration Operating Program.

Benefit. A desired result, for outside recipients, of an action, project or program. Benefits may be categorized as direct, indirect, social, monetary, etc.

Billet Control Number (BCN). A unique number assigned by G-CPA to each billet for the purpose of identification and accounting in the Personnel Allowance List (PAL) and Personnel Assignment Management Information System (PAMIS) data bases.

Bridge Administration Operating Program (BA). A program designed to assure safe and reasonably unobstructive navigation through or under bridges spanning the navigable waters of the United States while meeting the needs of other transportation modes. See the BA PD for further information.

Budget Year (BY).

- BY-1: Refers to the annual budget that has been appropriated (or nearing appropriation).
- BY: Refers to the annual budget that has been submitted to higher levels for review, authorization and appropriations action.
- BY+1: Refers to the annual budget currently in the development process within the Coast Guard.

BUDS. The acronym for Budget Development System. The computer program and its output used in Headquarters to manage the programming transactions associated with the preparation of the budget for the OE, AC&I, RT and RDT&E appropriations.

C³. An abbreviation for Command, Control and Communications.

CGES. The acronym of the Coast Guard Exchange System which includes all exchange and club operations. See Chapter 8 for more information.

CGMWR. The acronym for the Coast Guard Morale, Welfare and Recreation function.

CGX. The acronym for a Coast Guard Exchange.

Civil Rights Support Program (GAH). A program designed to assure full and affirmative implementation of civil rights and equal opportunity precepts within the Coast Guard in all official actions including: employment practices, services rendered to the public, operation of federally assisted activities and other programs and efforts involving Coast Guard assistance, participation or endorsement. See the GAH PD for further information.

Class "A" Training. Minimum essential training designed to provide the basic skills necessary for job-entry-level (apprentice) performance within a specific rating. Class "A" School Training is supported by TABs.

Class "C" Training. Resident training designed to provide advanced or specialized knowledge and skills needed to perform a task or a group of tasks. A portion of the non-pipeline Class "C" training is supported by TABS, while the Staffing Standards Manual recognizes a portion of this training within unit staffing allowances.

Command, Control and Communications (C³). An integration of doctrine, procedure, organization, structure, personnel, equipment, facilities, services and communications which provide users at all levels with sufficient, timely and adequate information to plan, direct, coordinate and control operations.

Command, Control and Communications (C³) Support Program (GAT). A program designed to provide tools to Coast Guard commanders and managers at all organizational levels to meet their organizational needs. This is accomplished by managing the Coast Guard's information resources including data as an organizational asset, electronics, telecommunications, and ADP systems, with primary focus on the human, fiscal and facility resource elements.

Comprehensive Plan (CP). A planning document used to integrate a series of Planning Proposals (PP) which present a number of related but separate requirements at large units. Comprehensive Plans provide the necessary foundation, priority and time phasing for the related PPs. (See Chapter 4).

Constant Dollar. A dollar value adjusted for changes in prices. Constant dollars are derived by dividing current dollar amounts by an appropriate price index, a process generally known as deflating. The result is a constant dollar series as it would presumably exist if prices and transactions were the same in all subsequent years as in the base year (see Current Dollar).

Contingency Preparedness Support Program (GAC). A program designed to ensure currency and adequacy of planning for use of Coast Guard forces and resources in peacetime emergencies, contingency support, and wartime operations. This includes but is not limited to Maritime Defense Zone Planning; Regional and excursion planning; Logistics and manpower support planning; Exercises and wargames; Readiness coordination; and Readiness evaluation.

CP. The abbreviation for Comprehensive Plan (see Chap 4).

Criteria. Premises used when comparing two or more alternative scenarios; provides a basis for uniform measurement.

Current Dollar. The dollar value of a good or service in terms of prices current at the time the good or service was bought. This is in contrast to the value of the good or service in constant dollars (see Constant Dollar).

Current Year (CY). Sometimes used to refer to the fiscal year in progress. This is not to be confused with Current Dollars (see Current Dollars).

Customer. Anyone for whom an organization provides goods or services. Anyone who is affected by a process. An internal customer is someone inside the Coast Guard. We all have internal customers; those people or organizations we provide our work to; the next step for which we are the supplier. An external customer is someone outside the Coast Guard requiring a product or service. External customers could be recreational boaters, fishermen, environmentalists, members of Congress, etc.

Defense Operations Operating Program (DO). An operating program designed to provide the Coast Guard with the combat capability necessary to function effectively as an armed naval force, trained and immediately responsive, to perform missions in support of national defense, contingency operations, and service peacetime needs. See the DO PD for further information.

District Program Manager. The individual who is designated by the district commander to hold immediate responsibility for the overall management of a support program within a district.

District Support Manager. The individual who is designated by the district commander to hold immediate responsibility for the overall management of a support program within a district. The relationship to the District Program Manager is similar to that between the Operating Program Director/Manager and the Support Program Director/Manager at Headquarters.

DO. The abbreviation for the Defense Operations Operating Program.

Economic Analysis. A systematic approach to choosing how to employ scarce resources to achieve a purpose in the most efficient and effective manner stated in monetary terms. Comprehensive Plans, Long Form Planning Proposals and Resource Change Proposals require economic analysis of alternative costs and benefits (see Chapter 5).

Effectiveness. A ratio of accomplishment to objective. The level at which progress towards attaining a program's objectives or goals is achieved.

Efficiency. A ratio of output to input. A measure of how well resources are being utilized without reference to the usefulness of the end product or benefit.

EIS. The abbreviation for Environmental Impact Statement.

ELT. The abbreviation for the Enforcement of Laws and Treaties Operating Program.

Enforcement of Laws and Treaties Operating Program (ELT). A program designed to enforce all Federal laws in the marine environment, except those specifically assigned to other Coast Guard programs. In recent years ELT operations have focused on laws relating to immigration, fisheries and drugs. See the ELT PD for further information.

Engineering Support Program (GAE). A program designed to provide support services that include engineering services. Effective support is provided in the design, construction, maintenance and outfitting of vessels, boats, aircraft, vehicles, aids to navigation, shore facilities, machinery and utilities. See the GAE PD for further information.

External Driving Forces. The forces over which the organization has no control (political, economic, societal, technological, environmental).

Facilities Design and Construction Center (FD&CC). Two MLC commands (Atlantic and Pacific) which provide civil engineering services to Areas, districts and Headquarters units by completing the technical portions of AC&I PPRs. FD&CCs also prepare Design Development Submittals, final designs, contracting documents and perform construction management services for AC&I and major OE shore construction.

Facility Manager. The Facility Managers develop, coordinate, administer, review and evaluate plans, policies, procedures, and performance standards for their assigned facilities (aircraft, boats, cutters, and command, control, and communications and human resources).

Facility Requirements. Regularly updated publications which set forth the Coast Guard's AC&I requirements for a particular facility: Aviation, Boats, Command, Control and Communications, Shore Facilities, and Cutters. These documents are based on approved Operating and Support Program Descriptions, Planning Proposals and AC&I Data Sheets. The document is mid-range in its perspective and presents the fully developed analytical basis to support the identified facility requirements for the planning period.

Financial Resource Management (GAF). Under the direction of the Coast Guard's Chief Financial Officer (CFO), this support program provides administration and oversight of financial business practices in support of Coast Guard missions. Its primary responsibilities are: 1) to provide a sound budgeting, accounting and funds management system for efficient utilization of resources; and 2) to direct fundamental improvements in the areas of safeguarding of financial resources, strengthening of financial management internal controls, and upgrading the quality of financial information used for decision making.

Fiscal Year (FY). The twelve month period beginning 1 October and ending 30 September.

Flight Training. Formal training that provides selected officers with basic skills to fly Coast Guard aircraft. Portions of the O-2 training allowance are allocated to this program. Flight Training is supported by TABs.

Force Structure. Proportion of billets in each pay grade to the total for a specific force.

Officer Force: Specified by the Commandant for O-1 through O-3 and by 14 USC for O-4 through O-10.

Enlisted Force: An ideal proportion for each pay grade as a percentage of the total E-4 thru E-9 (e.g. pyramid). Designed to provide desirable promotion flows in realistic reenlistment rate environments and to conform as closely as possible with the structure specified by the work to be done.

Full Time Equivalency (FTE). An administrative device used by the executive branch to control the size of the Federal workforce and the money expended on salaries. For civilians, one FTE represents the consumption of 1 full year of work (2080 hours). This could be accomplished in a variety of ways, e.g., one individual working for a full year, two people each working the equivalent of a half-year, etc. For military members, one FTE represents a workyear. Individuals entering or leaving the military midyear would consume less than an entire FTE. FTE are allocated to an agency based on the number of work years required to achieve the agency's missions. The FTE ceiling for a given fiscal year is the maximum number of cumulative hours or days that can be consumed by its personnel.

Full Time Permanent (FTP). One FTP equates to one position or one billet authorized for 1 full year. Using a budgetary analogy, it may be useful to consider FTP as a "personnel authorization" and FTE as a "personnel appropriation." Just as budget authorizations "authorize" a certain funding level, FTP authorizes a certain employment level. This does not mean that those employment levels will be provided; instead, it is a ceiling which cannot be exceeded. Just as the actual spending authority is contained in appropriations, and may be less (and often is) than that authorized, FTE is the actual ceiling on employee consumption.

GAA. The abbreviation for the Acquisition Support Program.

GAB. The abbreviation for the Public Affairs Support Program.

GAC. The abbreviation for the Contingency Preparedness Support Program.

GAE. The abbreviation for the Engineering Support Program.

GAF. The abbreviation for the Financial Management Support Program.

GAH. The abbreviation for the Civil Rights Support Program.

GAI. The abbreviation for the Investigation and Security Support Program.

GAK. The abbreviation for the Health Services Support Program.

GAL. The abbreviation for the Legal Support Program.

GAN. The abbreviation for the Intelligence Support Program.

GAP. The abbreviation for the Personnel Support Program.

GAS. The abbreviation for the Safety and Environmental Health Support Program.

GAT. The abbreviation for the Command, Control and Communications (C³) Support Program.

General Detail. The General Detail is comprised of two components, the Support Allowance and the Training Allowance. While differing in what they are charged with supporting, the primary purpose of both components is to facilitate keeping assigned billets filled.

Goals. Statements of desired actions which contribute to the attainment of objectives.

GPO. The abbreviation for U. S. Government Printing Office.

GRD. The abbreviation for the Research and Development Support Program.

Headquarters Planning Coordinator (HQPC). The Operating Program, Support Program or Facility Manager to whom the Commandant has delegated responsibility for formulation and review of plans, programs and facility management for specified types of units; refer to Headquarters Planning Manual (M16010.1B Part A).

Health Services Support Program (GAK). A program designed to deliver health services in support of Coast Guard operational and support missions and to maintain the health of active duty personnel and beneficiaries, i.e., dependents, retirees, etc.

HQPC. Abbreviation for Headquarters Planning Coordinator.

Ice Operations Operating Program (IO). A program designed to provide icebreaking capability to support national interests in the Polar regions, to facilitate the movement of maritime transportation through ice-laden domestic waters, to support performance of other Coast Guard programs in waters constricted by ice, and to assist other governmental and scientific organizations in the pursuit of marine science activities. See the IO PD for further information.

IFB. The abbreviation for Invitation for Bids.

ILS. The abbreviation for Integrated Logistics Support.

Implementation Plan. Specific actions to be taken to reach a single goal or set of goals.

Initial Shipboard Training. Afloat billets designated to newly commissioned Ensigns to provide on-the-job and formal training toward the assignment of specific responsibilities (OOD, Division Officer, etc.).

Input. The total resources (personnel, funding, facilities, equipment, training, etc.) required or utilized to attain a defined level of accomplishment (output).

Investigations and Security Support Program (GAI). A program to furnish professional investigative support and to provide the Coast Guard with an overall security posture that meets the requirements of national security. See the GAI PD for further information.

Intelligence Support Program (GAN). The Coast Guard Intelligence Program is the focal point for managing the collection, analysis, dissemination and exchange of maritime and related National Foreign Intelligence Community, military, and Law Enforcement Agency intelligence. Pertinent information is provided to Coast Guard operating units, operational commanders, planners and decision-makers, and other agencies and activities. The program is responsible for establishing ties with representatives from the National Intelligence Community, the Law Enforcement Community and military agencies for the purposes of exchanging beneficial information and providing mutual support.

IO. The abbreviation for the Ice Operations Operating Program.

Lapse. The difference between the total number of civilian positions authorized (FTP) and the number of work years allocated (FTE). For example, if a unit is authorized 300 FTP and 276 FTE, the LAPSE is 24 (often expressed as LAPSE RATE, or 24/300 (8 percent)).

LAMP. Acronym for Lighthouse Automation and Modernization Project.

Legal Support Program (GAL). A program designed to provide the legal services required to assure that the operation and activities of the Coast Guard are consistent with the law. See the GAL PD for further information.

Logistics Support. A function which encompasses all of those support activities associated with developing, acquiring, testing and sustaining the mission effectiveness of operating assets throughout their service lives. The overall objective of logistics support is to provide the right persons, things and information, at the right place, at the right time, and at a reasonable cost.

Long-Range Operating Strategy. The utilization of all of the Coast Guard's resources to achieve the organization's vision.

Marine Environmental Protection Operating Program (MEP). A program designed to minimize damages from releases of oil, hazardous substances, pollutants or contaminants into the environment through efficient, coordinated, effective response to actual or threatened releases of these substances into waters of the United States. See the MEP PD for further information.

Marine Inspection Operating Program (MI). A program designed to minimize deaths, injuries, property loss and environmental damage by developing and enforcing standards and policy for the safe design, construction, maintenance and operation of vessels and offshore facilities engaged in commercial,

scientific or exploratory activity in the marine environment; and to facilitate marine commerce through documentation and admeasurement of vessels. See the MI PD for further information.

Marine Licensing Operating Program (ML). A program designed to minimize deaths, injuries, property loss and environmental damage by developing and enforcing standards and policy for the licensing of Merchant Marine Officers, the certification, shipment and discharge of seamen, and the manning of commercial vessels. See the ML PD for further information.

Master Plan. The primary planning document for shore units. It identifies proposed development projects and provides an overall framework for future development. The Master Plan is a multi-use document. For example, it may serve as a comprehensive reference tool for the day-to-day operation of the unit and simultaneously guide the decisions made by the District or Headquarters staffs. It is produced at the field level with G-ECV assistance and it precedes the budgetary (PPBS) process. Master Plans may be the foundation for Planning Proposals or other budget related resource requests (see COMDTINST M11010.6; Shore Facilities Planning Manual).

MER. The abbreviation for the Marine Environmental Response Operating Program.

MI. The abbreviation for the Marine Inspection Operating Program.

Mid-Range. 5 Years.

Mission. A broad statement of what we are and our purpose for being. The mandate toward which all effort is directed.

ML. The abbreviation for the Marine Licensing Operating Program.

MLC. Maintenance and Logistics Commands.

Minor AC&I PPR. The abbreviation for the Minor AC&I Project Proposal Report used to submit Minor AC&I Shore Construction projects for budget competition.

Minor AC&I Shore Construction Project. In general, all AC&I shore facility projects in the range of \$200,000 to \$900,000 are considered eligible for the Minor AC&I Shore Construction Program, with the following exceptions:

- (1) Projects which qualify for OE funding;
- (2) Family housing, LAMP or other types of projects under other projected/consolidated funding programs; or
- (3) Phased or incremental projects designed to defeat the Minor AC&I limitation on total project cost.

MWR. The acronym for Morale, Welfare and recreation; or at a unit, such activities.

NAF. The acronym for Non-Appropriated Funds. See Chapter 8 for more information.

Objectives. The broad purposes toward which an activity is directed -- the ultimate reason for its existence (e.g., formal Coast Guard objectives as set forth in the Long Range View, or program objectives as set forth by each Operating/Support Program Director).

OCS. The abbreviation for Officers Candidate School.

OE. The abbreviation for the term Operating Expenses.

OJT. The abbreviation for "On The Job Training."

Operating Program. A program which has as its primary objective the provision of a service or mix of services directly to the public, e.g., Search and Rescue. Internal support services necessary to assure operational services to the public are provided by Support Programs (see Support Program and Table 3-1).

Output. A defined level of accomplishment expressed quantitatively. Normally relates to the attainment of an identified level of a program/goal.

PAA. The abbreviation for Personnel Allowance Amendment.

PAL. The abbreviation for Personnel Allowance List. This listing contains all authorized full-time permanent civilian positions and assigned military billets. It includes information related to that billet (OPFAC; BCN or PCN; OBC; appropriation, program, and sponsor codes; source; tour information; training and qualification requirements; series classification codes). Maintained and issued by G-CPA-2.

Partner. A partner is a person or organization that cooperates with a process owner to provide goods or services to a customer.

PCN. Position Control Number. Civilian equivalent of a BCN.

Personnel Hours. Synonymous with the term Staff Hours. These terms are not meant to differentiate between "line or staff" type hours, but rather substitute for the term man hours.

Personnel Support Program (GAP). A program designed to provide the support services that are of a personnel nature. It enhances the productivity of the Coast Guard labor force (military and civilian) in the performance of Coast Guard missions including assignment and separation of personnel and the provision of morale services.

Planning. The establishment of objectives and of alternative ways of achieving them, identification of future environments, contingencies and alternative responses to them, and the determination of the future consequences of present decisions; see PPBES.

Planning Factors. Information distributed by Headquarters to districts and Headquarters units (which are allotment units) on which their field budget requests are based. Format for submission by Program Managers is prescribed at the time the call for planning factors is made. Contact G-CPA for further information.

Planning Officer (District). An officer, responsible to the District Chief of Staff, holding the immediate responsibility for coordinating the planning function in the district and maintaining liaison with appropriate Headquarters planning staffs. The district staff symbol is (dpl).

Planning, Programming, Budgeting and Evaluation System (PPBES). A management system introduced in the Executive Branch in 1965. Initially used by the Department of Defense to structure the resource allocation process in terms of identified objectives, this planning method is now utilized widely throughout Federal agencies, including the U.S. Coast Guard. Its use involves these functions: problem identification; performance criteria; alternative analysis; prioritization of need; estimation of program/project costs and benefits. PPBES is comprised of four elements:

Planning: The establishment of objectives and of alternative ways of achieving them, identification of future environments, contingencies and alternative responses to them, and the determination of the future consequences of present decisions.

Programming: A specific action to allocate resources to carry out a decision.

Budgeting: The activity through which funds are requested of the President and Congress, appropriated, apportioned, & accounted for.

Evaluation: The process of appraising the efficiency and effectiveness of ongoing or completed programs. Uses actual performance data to measure progress toward program goals. Encompasses a feedback mechanism which provides objective information for decision making and assists in the efficient and effective allocation of resources.

Planning Proposal (PP). A document normally from an Area, MLC, district or a Headquarters unit (but may come from Headquarters staff) recommending establishment of new facilities or a change to existing plans, facilities or methods of operation. Planning Proposals normally precede the preparation of a Resource Change Proposal or AC&I Project Proposal Report.

Planning Proposal Review Board (PPRB). See Chapter 3.

Planning Staffs (HQ Office). Organizational positions under a Headquarters Program Director responsible for coordinating the planning and programming functions within an Office.

PM. The abbreviation for the title Program Manager. Generally used to refer to Operating Program Managers as compared with Support Program Managers (SM).

Policy. Direction by the Commandant or other senior official to constrain and guide the accomplishment of a planned objective within a specific time-frame.

Policy Deployment. A process for linking the commandant's strategy to the Program Director's long range plan(s). Policy deployment in its simplest form poses two questions:

What is important?

What is going to be done to take action?

Port Safety and Security Operating Program (PSS). A program intended to protect the safety and security of ports, waterways and the marine environment, by developing and enforcing policy and standards for waterfront facilities, marine structures, and cargo operations. Primary objectives of this program are to maintain the integrity and capabilities of port facilities to support military readiness and emergency preparedness, and to protect the quality of the marine environment through preventive measures. See the PSS PD for further information.

PIF. The abbreviation for Productivity Improvement Fund.

PP. The abbreviation for Planning Proposal.

PPBES. The abbreviation of Planning, Programming, Budgeting, and Evaluation System.

PPRB. The abbreviation for Planning Proposal Review Board.

Premises. Statements of fact or judgment used in analyzing a planning or programming action.

Prior Year. The fiscal year immediately preceding the current fiscal year. (BY-1)

Problem Definition. Establishing a precise identity to a barrier or insufficiency that interferes with optimum program accomplishment. It is used in the statement of a request for added resources.

Process. A group of usually sequential, logically related tasks that use organizational resources to provide a product or a service to internal or external customers.

Process Owner. The process owner is the person that has the responsibility for monitoring process results/capability; the authority or ability to effect changes; an understanding of the process end to end.

Productivity. The efficiency with which resources are used to provide a service or product at specified levels of quality and timeliness.

Productivity Improvement. A decrease in the unit cost of products or services delivered to the public, while maintaining specified standards of quality and timeliness.

Program (noun). A major ongoing Coast Guard endeavor which fulfills statutory or executive requirements and which is defined in terms of the principal actions required to achieve a significant end objective.

Program/Programming (verb). A specific action to allocate resources to carry out a decision (see PPBES).

Program Appropriations. Funds appropriated by the Congress to achieve program accomplishment in the Coast Guard. The current appropriations are: Operating Expenses; Acquisition, Construction and Improvements; Alteration of Bridges; Reserve Training; Retired Pay; Research, Development, Test and Evaluation; Boat Safety; Offshore Oil Pollution Compensation Fund; Environmental Compliance and Restoration; and Deepwater Port Liability Fund.

Program Manager (PM). The staff officer at Headquarters designated by and responsible to the Program Director for the detailed management of a Coast Guard program. There are Operating and Support Program Managers. The term Program Manager (PM) generally refers to an Operating Program Manager as compared with a Support Program Manager (SM). See Support Program Manager and Appendix (a).

Project Proposal Report (PPR). The Shore Facility planning document which analyzes alternative engineering solutions to meet the requirements of the operational assumptions, justifications, and alternative approval in the Planning Proposal.

PSS. The abbreviation for the Port Safety and Security Operating Program.

Public Affairs Support Program (GAB). A program designed to assist the Coast Guard in accomplishing its missions by gaining the awareness, understanding and support it needs to operate successfully. It establishes (and maintains) effective channels of communications between the Coast Guard and its publics, both external and internal.

Quality. The extent to which a product or service meets customer requirements and is fit for use.

Quality Improvement. An increase in the conformance of a product or service to requirements and specifications, and thus in the capability of a product or service to meet customer expectations.

RA. The abbreviation for the Radionavigation Aids Operating Program.

Radionavigation Aids Operating Program (RA). A program designed to establish, maintain and operate a system of radio aids to navigation. It provides a continuous, accurate, all-weather position determination capability which facilitates the safe and expeditious passage of marine and air traffic; it also meets the position determination requirements of public and private sectors of the United States.

RBS. The abbreviation for the Recreational Boating Safety Operating Program.

RCP. The abbreviation for Resource Change Proposal.

RDT&E. The abbreviation for Research, Development, Test and Evaluation.

Recreational Boating Safety Operating Program (RBS). A program designed to reduce the risk of loss of life, personal injury and property damage associated with the use of recreational boats. provides boaters with maximum safe use of the nation's waterways.

Recruit Training. Service-entry instructional program designed to provide enlistees with the fundamental skills and knowledge to be productive in a military environment. Recruit training is fully supported by training allowance billets.

Reprogramming. Utilization of funds in an appropriation account for purposes other than those contemplated at the time of appropriation. This is done to reallocate resources from a lower priority need to a higher priority need. Reprogrammings take the form of billet/position and/or funds transactions and are accomplished outside of the normal budgetary process.

Research and Development Support Program (GRD). A program designed to develop and obtain acceptance of technology advancements which improve the Coast Guard's ability to perform its missions.

Reserve Forces Operating Program (RT). A program designed to provide trained units and qualified persons available for active duty in the Armed Forces, in time of war or national emergency and at such other times as the national security requires.

Resource Change Proposal (RCP). A Planning document used in the formulation of resource allocations in the Coast Guard (see Headquarters Planning Manual).

RFP. The abbreviation for Request for Proposals.

RFQ. The abbreviation for Request For Quotations.

RT. The abbreviation for the Reserve Forces Operating Program.

Safety and Environmental Health Support Program (GAS). A program designed to provide guidance and direction to those organizations and individuals responsible for maintaining places and conditions of employment or service for Coast Guard personnel in a safe and healthful condition as required by law. See the GAS PD and COMDTINST M5100.29 (series); Safety and Occupational Health Manual for further information.

SAR. The abbreviation for the Search and Rescue Operating Program.

SD. The abbreviation for the title Support Program Director.

S&D Funds. The abbreviation for Survey and Design Funds.

Search and Rescue Operating Program (SAR). A program designed to minimize loss of life, injury and property damage by rendering aid to persons and property in distress in the marine environment, including the inland navigable waters.

SFRL. The abbreviation for the Shore Facilities Requirements List

SFRL Data Base. A data base which tracks anticipated outyear AC&I shore facilities projects.

Shore Facilities Requirements List (SFRL). Another name for the Shore Facilities Data Base (see above definition).

Short Range Aids to Navigation Operating Program (SRA). A program designed to facilitate the safe and expeditious passage of marine traffic in coastal areas, inland waterways and harbors in order to enhance the utility of the national waterways for commercial, recreational, public and private users.

SM. The abbreviation for the title Support Program Manager.

SOH. The abbreviation for Safety and Occupational Health.

SRA. The abbreviation for the Short Range Aids to Navigation Operating Program.

Staff Hours. Synonymous with the term personnel hours. These terms are not meant to differentiate between "line or staff" type hours, but rather substitute for the term man hours.

Staffing Standards. Define the quantitative and qualitative human resources required to accomplish identified workloads. Standards are developed using accepted work measurement and data collection techniques under the oversight of G-CPA.

Strategic Goals. Targets or specific desired future results derived from our roles.

Strategic Plan. Plan to achieve the end towards which the organization is driving.

Strategy. A careful plan or method used to achieve a goal.

Supplier. A supplier is a person or organization that provides goods or services to a customer.

Supply Center. A major shore unit, including an inventory control point function, which provides supply and other logistics support to operating and support activities.

Support Center. A major shore unit that provides support services to several tenant operating and support activities.

Support Needs. The various services, resources, information, and developments required by Operating Programs from Support Programs for the accomplishment of goals. (This does not preclude Support Programs having needs from other Support Programs or Operating Programs from other Operating Programs; e.g., personnel support for engineering, icebreaking support, etc.

Support Program. A program which has as its primary objective the provision of a service or mix of services directly to the Coast Guard, e.g., engineering, personnel, public affairs, etc. necessary to "support" Operating Programs.

Survey and Design Funds (S&D Funds). Funds for the advance preparation of projects expected to be funded in a subsequent year's budget. These funds may be used for the acquisition of real property, for acquiring engineering information needed for design, and for the preparation of plans and specifications. They are administered by Commandant (G-ECV) and allotted as needed.

System. A group of interrelated and interdependant tasks which form a procedure or process.

TAB. Training Allowance Billet. The identification by type of training and pay grade of training allowance billets. Developed by Commandant (G-Pd-1) and managed by Commandant (G-CPA), supplemental PAL will list the TAB's along with their BCN's.

Targets of Opportunity. Research and development projects which take rapid advantage of emerging technological advances. These are projects which:

- Are emergent/unexpected opportunities;
- Have short life spans of opportunity;
- Have direct relationships to Coast Guard needs; and
- Have a duration of not more than three years.

Because of their emergent nature, appropriations are not requested for Targets of Opportunity. Sponsors will be asked to recommend reprogramming from within their respective program area funds to budget for the project.

Telecommunications. Telecommunications services include, without limitation, the transmission, emission or reception of signals, signs, writing, images, sounds or intelligence of any nature, by wire, radio, visual, or other electrical, electromagnetic, or acoustically coupled means. Telecommunications facilities include equipment used for such modes of transmission as telephone, telegraph, teletypewriter, data facsimile, telephotograph, video, and audio, and such corollary items as distribution systems and communications security systems .

TSC. The abbreviation for the Transportation System Center.

UPH. The abbreviation for Unaccompanied Personnel Housing.

Values. The guiding principles of an organization.

Vision. A future state for an organization determined by the leadership. It is normally articulated in a vision statement that is recognized by the entire organization. It aligns an organization so that everyone can work in the same direction.

Workforce Management. The process designed to monitor and examine the execution of workforce plans. To evaluate the impact of external/internal factors in such a way as to meet both current and future human resource needs, including recruiting, selection and classification, training, assignment, advancement, and other processes designed to produce a workforce.

Workforce Planning. The process which integrates the quality and quantity of the total force to forecast long and short term human resource needs; coordinates those needs (demand) with the availability of human resources (supply) to provide the best force mix and structure to support Coast Guard missions.

TABLE E-1 PROGRAM MANAGER RESPONSIBILITIES

A. This updated table will be part of the Planning and Programming Manual - Part A. It is included here for informational purposes in the interim.

OPERATING PROGRAM AREAS	OPERATING PROGRAM DESCRIPTIONS	PROGRAM SYMBOL	PROGRAM DIRECTOR	PROGRAM MANAGER
Aids To Navigation	Short Range Aids to Navigation	SRA	Chief, G-N	Chief, G-NSR
	Radionavigation Aids	RA	Chief, G-N	Chief, G-NRN
	Vessel Traffic Services	VTS	Chief, G-N	Chief, G-NVT
Bridges	Bridge Administration	BA	Chief, G-N	Chief, G-NBR
Defense Operations	Defense Operations	DO	Chief, G-O	Chief, G-ODO
Domestic and Polar Ice Operations and Marine Science Activities	Ice Operations	IO	Chief, G-N	Chief, G-NIO
Law Enforcement	Enforcement of Laws and Treaties	ELT	Chief, G-O	Chief, G-OLE
Marine Safety, Security and Environmental Protection	Marine Environmental Response	MER	Chief, G-M	Chief, G-MER
	Marine Inspection	MI	Chief, G-M	Chief, G-MVI
	Marine Licensing	ML	Chief, G-M	Chief, G-MVP
	Port Safety	PSS	Chief, G-M	Chief, G-MPS
	Port Security (Military)	PSS	Chief, G-M	Chief, G-MPS
	Port Security (Other)	PSS	Chief, G-M	Chief, G-MPS

TABLE E-1 PROGRAM MANAGER RESPONSIBILITIES
(Cont'd)

OPERATING PROGRAM AREAS	OPERATING PROGRAM DESCRIPTIONS	PROGRAM SYMBOL	PROGRAM DIRECTOR	PROGRAM MANAGER
Recreational Boating Safety	Recreational Boating Safety	RBS	Chief, G-N	Chief, G-NAB
Reserve Forces Training	Reserve Forces	RT	Chief, G-R	Deputy G-R(ds)
Search and Rescue	Search and Rescue	SAR	Chief, G-N	Chief, G-NRS
SUPPORT PROGRAM AREAS	SUPPORT PROGRAM DESCRIPTIONS	PROGRAM SYMBOL	PROGRAM DIRECTOR	PROGRAM MANAGER
General Support	Acquisition	GAA	Chief, G-A	Deputy, G-A
	Civil Rights	GAH	Chief, G-H	Deputy, G-H
	Command, Control and Communications (C ³)	GAT	Chief, G-T	Chief, G-Td
	Contingency Preparedness	GAC	Chief, G-R	Deputy, G-R(de)
	Engineering and Logistics	GAE	Chief, G-E	(Note 1)
	Financial Management	GAF	G-CRC	G-CFM (Note 2)
	General Administration	GA	G-CRC	G-CPA (Note 2)
	Health Services	GAK	Chief, G-K	Deputy, G-KOM
	Intelligence	GAN	Chief, G-O	Chief, G-OIN

TABLE E-1 PROGRAM MANAGER RESPONSIBILITIES
(Cont'd)

SUPPORT PROGRAM AREAS	SUPPORT PROGRAM DESCRIPTIONS	PROGRAM SYMBOL	PROGRAM DIRECTOR	PROGRAM MANAGER
	Investigations and Security	GAI	Chief, G-O	Chief, G-OIS
	Legal	GAL	Chief, G-L	Deputy, G-L
	Personnel	GAP	Chief, G-P	Deputy, G-Pdp
	Training	GAP	Chief, G-P	Deputy, G-Pdt
	Public Affairs	GAB	Vice Commandant	Chief, G-CP (Note 2)
	Research and Development	GRD	Chief, G-E	Chief, G-ER
	Safety and Occupational Health	GAS	Chief, G-K	Chief, G-KSE

B. Facility Requirements responsibilities are assigned below.

FACILITY TYPE	PROGRAM DIRECTOR
Aviation Requirements	Chief, G-O
Boat Requirements	Chief, G-N
Command, Control and Communications (C ³) Requirements	Chief, G-T
Cutter Requirements	Chief, G-O
Human Resource Requirements	Chief, G-P
Shore Facility Requirements	Chief, G-E

NOTE 1: Applicable Division Chief within G-E.

NOTE 2: There is no Program Description for Financial Management (GAF), General Administration (GA), or Public Affairs (G-CP)